

Research Problem Review 76-16

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LEVEL II

LEADERSHIP TASKS PERFORMED BY U.S. ARMY COMPANY COMMANDERS IN EUROPE

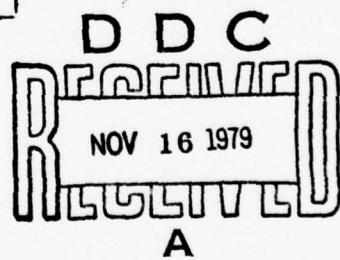
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COMPANY COMMANDERS IN EUROPE

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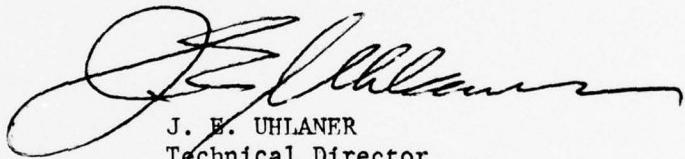
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FOREWORD

The present report identifies the significant common tasks performed by a sample of company commanders in Europe, inventorying all tasks by frequency and importance to the commander and by amount of pre-command preparation needed for the adequate performance of the tasks. It is the kind of research in which experienced psychologists provide input toward building a data base that the Army manager is able to use to develop training programs and objectives, define jobs and duties, and determine job assignments. Other sources of information can and should be used in conjunction with such data.

The research was accomplished by personnel of the Human Resources Research Organization (HumRRO) under contract DAHC 19-74-C-0039, Army Project 20163101A755, and was monitored by personnel of the Army Research Institute for the Behavioral and Social Sciences (ARI) at the ARI Field Unit in Heidelberg, Germany. The work was done in response to requirements of the Office of the Chief of Staff, Personnel, Europe (ODCSPER, USAREUR) and of the Office of the Chief of Staff, Operations and Plans, Europe (ODCSOPS, USAREUR).



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LEADERSHIP TASKS PERFORMED BY U.S. ARMY COMPANY COMMANDERS IN EUROPE

BRIEF

Requirement:

To identify the more significant tasks involved in the company commander's job, and to prioritize such tasks for use in Company Command Schools.

Procedure:

A Job Task Inventory Questionnaire (JTIO) dealing with non-mission command duties was designed and administered to company commanders in Europe from the equivalent of two divisions, plus the equivalent of a third division comprised of combat support and combat service support units. The usable responses from 267 commanders were analyzed, and prioritized task lists were developed for the total sample and for commanders of the principal types of units stationed in Europe.

Each respondent rated the 402 task statements of the JTIO in terms of (1) the extent to which each task was a significant part of his job and (2) the amount of preparation needed, prior to his assuming command, for adequate performance of that task. Because the JTIO did not contain task statements related to the conduct of unit missions, respondents were also asked to report the percentage of time spent in each of nine major duty areas, including conducting unit missions (the tactical or technical activities of each branch).

For each task, an "average percent part of position" was calculated across all respondents. This index reflects the percentage of the total position (all tasks) represented by a given task averaged across all respondents. For the need for preparation ratings, a mean was calculated for the rating given each task by all respondents who indicated that the task was part of their position.

For the total sample and for those types of units whose numbers were large enough for analysis, task listings were developed and prioritized separately by average percent of position and mean need for preparation. Tasks common to the highest 20% of each list were identified.

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Findings:

Company commanders reported spending an average of 62 hours a week in their duty positions, yet were able to accomplish only about half of their job requirements to their own satisfaction. More than 75% indicated they spend 10% or less of their time conducting unit missions.

Correlations between types of USAREUR company commanders in terms of the rank order of the tasks on each of the two indices--percent of position and need for preparation--were moderately high to high for both dimensions. These high correlations indicate that commanders from different types of units were quite similar in the amount of significance they attached to the tasks; it suggests that, except for technical skill specialties, the jobs of company commanders from different branches of the Army are much alike. The prioritized lists of tasks provide usable bases for the design of company commander training. The common tasks are especially relevant candidates for inclusion in leadership training courses or as a common core curriculum which can be used by all branch company commander schools.

Utilization of Findings:

These findings can be used to improve the content of or provide a common core curriculum in leadership training courses in Army company level command schools, both in Europe and the United States. A more detailed tabulation of job tasks and frequencies broken out for each major branch is available from ARI for those users with specific needs (e.g., for field artillery).

LEADERSHIP TASKS PERFORMED BY U.S. ARMY COMPANY COMMANDERS IN EUROPE

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LEADERSHIP TASKS PERFORMED BY U.S. ARMY COMPANY COMMANDERS IN EUROPE

INTRODUCTION

U.S. Army company commanders serving in Europe (USAREUR) are faced with a variety of problems, many of which have their source in the unique characteristics of a European garrison environment. These problems include inadequate training facilities¹ and many "short-fuse" special requirements;² among their troops, low morale is displayed in racial tensions, drug use, and an apparent reluctance to leave the barracks³ not wholly due to the economic conditions which have eroded USAREUR soldiers' affluence.⁴ To help commanders better cope with their problems, leadership training courses are conducted in USAREUR Company Commander Schools. This report presents results of a research project designed to provide information to be used in developing leadership training for U.S. Army company commanders.

The main objective of this study was to perform a modified job analysis, as outlined in U.S. TRADOC Regulation 350-100-1, for various categories of company commanders in USAREUR. This was accomplished in part by a detailed analysis of the responses of 267 USAREUR company commanders who described their activities through the use of a Job Task Inventory Questionnaire (JTIO). In addition, respondents estimated percentage of time spent in connection with each of nine principal duty areas.

¹ Jacobs, T. O., Salter, J. A., Christie, C. I., and Spinaio, E. W. Analysis of training management survey: Final report. Human Resources Research Organization, Consulting Report D4-71-37, October 1971.

² Courte, J. P. Company command: Leadership at the grass roots. Soldiers, March 1974, 29, 7-13.

³ Moskos, C. C., Jr. Coping in Europe: Shorter tours may be one answer. Army, November 1973, 23, 12-14.

⁴ Haeger, R. A. Crack "new" Army in Europe: A bargaining chip for U.S. U.S. News & World Report, June 25, 1973, 64-66; Van Voorst, B., and Koch, R. The neglected and troubled Seventh Army. Newsweek, May 31, 1971, 28-29.

METHOD

DEVELOPMENT AND PRETESTING OF THE QUESTIONNAIRE

The final form of the JTIQ was the second revision of the original instrument. Each revision was based on a preliminary review and/or pilot study. The original questionnaire and subsequent revisions contained three major sections relevant to this report. These were (1) items selected to provide data on relevant demographic and background characteristics of the sample population, (2) a section requesting the company commander to estimate the percentage of time spent in activities related to each of nine functional duty areas (Appendix A), and (3) a section requesting the company commanders to describe their present assignments by responding to detailed task statements covering all duty areas except their unit missions, which are the tactical and technical activities of their specific branches (Appendix B). The major duty areas were (1) Personnel Management, (2) Leadership, (3) Company Administration, (4) Training, (5) Company Logistics, (6) Maintenance, (7) Internal Security, (8) Company Health, and (9) Conducting Unit Missions. The second section of the questionnaire was included to provide a frame of reference, in terms of time allocated to all major areas of responsibility, for the detailed task statements of the third section.

The initial job task inventory was constructed by selecting activity statements from a large compilation of such statements. The job statements, or suggestions for them, were products of a number of discrete research steps. First, 14 interviews were conducted with Infantry Officer Advanced Course students who had commanded companies in USAREUR within the previous six months. All interviews were tape-recorded and transcribed. The transcriptions were content-analyzed to identify salient contemporary problem areas, specific incidents illustrating each problem area, and factors which precipitated the incidents or contributed to the overall problem, including situational variables (e.g., separation from higher command headquarters, living conditions, proximity of civilian metropolitan areas). These data served not only to provide a basis for generating task statements, but also to better familiarize the research team with problems in the European theater.

Next, a literature search was conducted on documented problems of leadership and command at the company level. Coordination with the research scientists of the Army Research Institute for the Behavioral and Social Sciences (ARI) ensured that the findings of their research were taken into account when developing the task inventory.

Finally, the following schools provided inventories of tasks believed to be currently performed by company commanders of their respective branches:

U.S. Army Engineer School, Fort Belvoir, Virginia
U.S. Army Field Artillery School, Fort Sill, Oklahoma
U.S. Army Infantry School, Fort Benning, Georgia
U.S. Army Institute of Administration, Fort Benjamin Harrison, Indiana
U.S. Army Medical Training School, Fort Sam Houston, Texas
U.S. Army Military Police School, Fort Gordon, Georgia
U.S. Army Ordnance School, Aberdeen Proving Ground, Maryland
U.S. Army Quartermaster School, Fort Lee, Virginia
U.S. Army Southeastern Signal School, Fort Gordon, Georgia
U.S. Army Transportation School, Fort Eustis, Virginia
U.S. Women's Army Corps School, Fort McClellan, Alabama
U.S. Army Air Defense School, Fort Bliss, Texas
U.S. Army Armor School, Fort Knox, Kentucky

As task listings were received from the schools, each task statement was typed on a 3x5 index card. The task statements were then sorted into decks representing seven conceptual categories or functional duty areas. The conceptual groupings were usually quite broad. Subsequently, each grouping was examined in detail and redundancy was eliminated. Tasks were rewritten when necessary to give them a behavioral, or action, orientation.

Four criteria were used in selecting task statements which were either constructed or taken directly from the original sources. The criteria were (1) exclusion of statements dealing with technical (tactical) portions of the job; (2) avoidance of near duplications; (3) exclusion of statements lacking an action orientation; and (4) avoidance of statements so specific as to represent only a few jobs or types of companies or so general as to apply universally and to the same degree to all units or commanders to be included in the survey. Stated another way, the statements were constructed to have more or less universal applicability, but to varying degrees, depending upon the type of unit in question.

PRELIMINARY REVIEW

The first draft of the final section of the Job Task Inventory Questionnaire contained 440 task statements. This section, together with the others, was reviewed by (1) all members of the project staff, (2) other personnel with job analysis of systems engineering and social research expertise, and (3) military specialists. The purpose was to edit the original material and review it for completeness and appropriateness of content. Thirty tasks were deleted and four were added as a result of this review.

PILOT TEST OF THE JTIQ

After preliminary review, the questionnaire was administered to 12 Infantry captains who had just returned from USAREUR and were being in-processed at Fort Benning for the Infantry Officer Advanced Course. Each officer judged how each item in the task inventory applied to his previous position as company commander and recorded his judgment according to the five-point scale shown below:

- 1 - Insignificant part of my job/duties
- 2 - Nominally significant part
- 3 - Moderately significant part of my job/duties
- 4 - Significant part
- 5 - Highly significant part of my job/duties

Respondents were instructed to rate each task in terms of the time devoted to it and/or importance of the task. Some items were more appropriately evaluated in terms of the frequency with which they were performed while others were more appropriately evaluated in terms of their importance, reflecting tasks performed relatively infrequently but having great significance. Achieving a balance between the frequency and significance components of the task was the responsibility of the respondent. He was forced to continually ask himself such questions as "How much a part of my job is a frequently performed task that is relatively unimportant?" This technique, involving dual criteria for job task ratings, was chosen because it has been used successfully by others⁵ for many years.

Respondents also rated each task on the amount of preparation needed prior to their assumption of command. For this rating, the following scale was used:

- 1 - Minimal preparation needed before assuming command
- 2 - 20-40% preparation needed
- 3 - 50% preparation needed
- 4 - 60-80% preparation needed
- 5 - Maximal preparation needed before assuming command

This rating provided an additional criterion by which to evaluate task statements vis-a-vis their criticality for training purposes

⁵ E.g., Hemphill, J. K. Dimensions of executive positions: A study of basic characteristics of the positions of ninety-three business executives. Princeton, New Jersey: Educational Testing Service, Research Bulletin 59-5, March 1959. See also Powers, T. R., Caviness, J. A., Jacobs, T. O., and Maxey, J. The U.S. Coast Guard Academy curricula: An evaluation. Human Resources Research Organization, Technical Report 74-2, February 1974. (AD 774 999)

This pilot test of the questionnaire was conducted to (1) determine the time required for company commanders to complete the instrument, a critical consideration in view of the limited time USAREUR company commanders would have; (2) determine the clarity of instructions for each section; and (3) gather general appraisals of the instrument as a whole and specific appraisals of individual items.

Averaging across test subjects, approximately one and a half hours was required to complete the questionnaire. This amount of time appeared to be realistic, and was compatible with the previously established schedule forwarded to USAREUR as part of the troop support request. On the basis of comments by test subjects, minor changes were made to clarify instructions. Also, twelve tasks were deleted from the final section, either because of redundancy or because subjects considered them not part of the company commander's job. After this final revision, the last section of the JTIQ contained a total of 402 tasks distributed across seven conceptual categories.

SAMPLE

Initially, a job identification step was planned, which would have involved identifying the jobs or duty positions to be included in a systems engineering effort according to procedures outlined in U.S. TRADOC Regulation 350-100-1. The job identification step would have defined the scope of the effort in terms of the number of positions, as well as estimates of representative proportions of incumbents, to be included in the survey. However, because of the need for expediting a troop support request to USAREUR and Seventh Army Headquarters, the decision was made to bypass this step. Instead it was decided that combat arms, combat support, and combat service support units should be surveyed in representative proportions, and that types of units with only very limited representation in Europe (e.g., PSYOPS units) should be excluded from the study. It was recognized that troop availability was contingent on mission assignment and that, while a specific sample could be requested, some substitution was likely to occur.

The participation of two divisions was requested--one from V and one from VII Corps--with preference for one mechanized and one armored division. It was stipulated that battalion commanders and company commanders must have been in command of their respective units at least 90 days in order to participate in the survey. Since these criteria and other contingencies such as field training exercises or sickness could potentially exclude up to 30% of the approximately 200 companies within the two divisions, additional battalions were requested from the two corps:

3 Artillery Battalions
2 Cavalry Squadrons
2 Armored Battalions
5 Air Defense Battalions
2 Engineer Battalions
1 Military Police Battalion
1 Signal Battalion
2 Ordnance (Maintenance) Battalions
1 Medical Battalion
1 Transportation Battalion

These types of units were selected in order to include (1) a more representative proportion of the organizations in USAREUR and (2) units which perform functions not commonly found within divisional elements.

The nondivisional battalions combined with those in the two divisions resulted in a request for participation by approximately 60 battalions, the equivalent of three divisions. This number was large enough to yield usable data from a minimum of 200 companies and provide proportional representation for all categories of units. In each corps, half the battalions in each of two divisions participated.

Table 1 shows the distribution of the 56 battalions actually surveyed (47 from the two corps, 6 under the USAREUR command, and 3 from the 32nd Air Defense Command). From these 56 battalions, usable data were obtained from a total of 239 companies (4.26 company commanders per battalion). The number of company commanders for each type of unit visited by the survey teams is shown in Table 2.

In addition to the questionnaire responses obtained from the battalions, questionnaires were mailed to the "separate" company commanders of all four USAREUR divisions from the ARI Field Unit in Heidelberg, Germany. Of the 31 questionnaires returned, 28 met the requirement that company commanders must have been in command of their units at least 90 days. Table 3 shows the distribution of these commanders according to organization.

From data collected by the survey teams and data obtained by the ARI Field Unit, therefore, a total of 267 usable JTIQ's were available for analysis. Of these, 66 were from combat arms units, 79 were from combat support elements, and 122 were from combat service support organizations.

FIELD DATA COLLECTION PROCEDURES

Two teams of two men each collected JTIQ from each of the 56 battalions that were visited. One team collected data mainly in the V Corps area and canvassed 29 battalions. The other team collected data from the remaining 27 battalions, mainly in the VII Corps area. Each team surveyed one battalion a day; approximately six calendar weeks were required to cover the entire sample. Data collection began on 4 November and ended on 13 December 1974.

Table 1

Number of Battalions Surveyed in
Each Division by Corps Area

V Corps		VII Corps		Nondivisional Battalions		TOTAL
8th Inf Div	3rd Armd Div	3rd Inf Div	1st Armd Div	USAREUR	32 ADCOM	
6	17	12	12	6	3	
23		24		9		56

Table 2

Company Commanders Visited by
Research Teams, by Branch

Organization	Total
Air Defense	21
Armor	60
Artillery	46
Engineer	12
Infantry	45
Maintenance (Ordnance)	20
Medical	9
Military Police	6
Quartermaster	4
Signal	10
Transportation	6
Total	239

Table 3

Number of Questionnaires Returned by
Separate Company Commanders

Organization	Total
Division Finance	3
Division Adjutant General	3
Division Aviation	3
Division Artillery Headquarters	4
Division Support Command	4
Brigade Headquarters	10
Division Headquarters	1
Total	28

DEVELOPMENT OF JOB TASK PROFILES

A special-purpose computer program produced output from which the job task profiles were developed. This program had the capability of calculating, among other things, the following:

1. The percentage of respondents performing each task.
2. The average percent "part of position" for respondents performing each task, an index which is computed in the following fashion. First, considering only one individual, the rating given an individual task is divided by the combined ratings for all other tasks to yield a percentage of the total for that task. Then, these percentages for the given task are summed across all subjects reporting they performed the task and this sum is divided by the total number of respondents performing to yield an average percent part of position for those performing.
3. The average percent "part of position" as rated by all respondents, an index which is basically the same as the one described in paragraph 2 above. The only difference is that all respondents--regardless of whether or not they performed the task--are included when averaging the individual percent part of position scores for tasks. Thus, this index is more representative of the entire sample than the one described in paragraph 2.
4. Means and standard deviations of the "need for preparation" ratings made by subjects performing each task.
5. Summaries of the data in terms of percent of position and need for preparation ratings for the functional duty areas (e.g., Personnel Administration/Leadership, Company Administration).

The output of the program was directly analogous to that produced by the Job DECK (Job Description) and ASFACT (Analysis of Secondary Factors) subprogram in the CODAP Job Analysis Statistical Package developed at the Personnel Research Laboratory, Lackland Air Force Base, Texas, by Christal, Madden and others.⁶

⁶ For a more thorough discussion of CODAP analytical procedures, see Morsh, J. E., Madden, J. M., and Christal, R. E. Job Analysis in the United States Air Force. Lackland Air Force Base, Texas: Personnel Research Laboratory, Wright Air Development Division, Technical Report 61-113, February 1961.

Two of the computer program outputs were selected as criteria for identifying tasks for which training would be especially relevant. These were (1) the percent of position ratings, reflecting the time spent performing a task and/or the importance of the task; and (2) the need for preparation ratings, reflecting the degree to which prior training is needed for satisfactory task accomplishment. Ordering of task statements in terms of these two criteria would provide a prioritized listing of tasks to be considered when developing training programs and materials for company commanders.

RESULTS

DEMOGRAPHIC AND BACKGROUND CHARACTERISTICS OF RESPONDENTS

The demographic and background characteristics cited here were based upon data from the first section of the JTIO. Tables 4-12 present the following information on respondents, by Army branch/type of company and for the entire sample (the category of HQ Companies includes 4 Division Support Command, 10 Brigade, 1 Division, and 4 Division Artillery headquarters companies):

Pay grade (rank) (Table 4)

Months in current pay grade (Table 5)

Months in present duty station (Table 6)

Months served in the Army (Table 7)

Age in years (Table 8)

Years of education (Table 9)

Completion of Branch Basic Course (Table 10)

Completion of Branch Officer Advanced Course (Table 11)

Commissioned service in similar type of unit (Table 12)

The data presented in these tables indicate that the typical USAREUR company commander who has been in command for more than 90 days is a captain with 4 1/2 to 5 years in grade and approximately 9 years of service in the Army, has been in command of his unit for almost a year, is approximately 30 years old and a college graduate, is very likely to have completed both the Basic and Advanced Officer Courses of his branch, and is about as likely as not to have had some prior job-related experience in the type of unit which he now commands.

Table 4
Pay Grade (Rank) of Respondents by Branch/Type of Company

Pay Grade	Air Defense	Armor	Artillery	Engineer	Infantry	Ordnance	MP	MSC
	Freq	%	Freq	%	Freq	%	Freq	%
01 (2nd Lt)	0	0.0	0	0.0	0	0.0	0	0.0
02 (1st Lt)	0	0.0	0	0.0	1	2.2	0	0.0
03 (Capt.)	21	100.0	60	100.0	44	95.7	12	100.0
04 (Major)	0	0.0	0	0.0	0	0.0	0	0.0
00 (No Resp)	0	0.0	0	0.0	1	2.2	0	0.0
Total	21	60	46	12	45	20	6	9

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Pay Grade	Signal	QM	Transportation	HQ Companies ^a	Div. Finance	Div. AG	Div. Aviation	Total Sample
	Freq	%	Freq	%	Freq	%	Freq	%
01 (2nd Lt)	0	0.0	0	0.0	0	0.0	0	0.0
02 (1st Lt)	0	0.0	1	25.0	0	0.0	0	0.0
03 (Capt.)	9	90.0	3	75.0	6	100.0	19	100.0
04 (Major)	0	0.0	0	0.0	0	0.0	0	0.0
00 (No Resp)	1	10.0	0	0.0	0	0.0	0	0.0
Total	10	4	6	19	3	3	3	267

a This category includes Div. Arty Hq (4), DisCom Hq (10), Brigade Hq (1), and Div. Hq (1).

Table 5
Mean Months in Current Pay Grade

Branch	Mean	SD	N
Air Defense	65.33	24.04	21
Armor	59.28	20.54	60
Artillery	55.20	22.76	46
Engineer	50.75	20.84	12
Infantry	57.62	22.97	45
Ordnance	49.60	28.64	20
MP	66.00	21.85	6
MSC	21.33	14.00	9
Signal	59.70	24.93	10
QM	44.75	35.28	4
Transportation	43.33	31.99	6
HQ companies ^a	65.32	19.63	19
Div. Finance	57.67	46.20	3
Div. AG	85.00	3.00	3
Div. Aviation	48.33	35.30	3
Total Sample	56.55	24.26	267

^aThis category includes Div. Arty Hq (4), DisCom Hq (4), Brigade Hq (10), and Div. Hq (1).

Table 6
Mean Months at Present Duty Station

Branch	Mean	SD	N
Air Defense	10.19	4.80	21
Armor	11.62	6.52	60
Artillery	9.76	5.12	46
Engineer	13.08	4.14	12
Infantry	10.29	5.39	45
Ordnance	11.70	5.95	20
MP	15.17	5.04	6
MSC	9.78	5.09	9
Signal	14.10	11.92	10
QM	10.25	6.75	4
Transportation	9.00	4.76	6
HQ companies ^a	10.53	5.80	19
Div. Finance	11.67	5.51	3
Div. AG	9.33	6.43	3
Div. Aviation	10.33	7.02	3
Total Sample	10.95	5.97	267

^aThis category includes Div. Arty Hq (4), DisCom Hq (4), Brigade Hq (10), and Div. Hq (1).

Table 7
Mean Months Served in U.S. Army

Branch	Mean	SD	N
Air Defense	113.19	48.64	21
Armor	96.40	37.63	60
Artillery	101.89	36.56	46
Engineer	87.17	18.18	12
Infantry	112.56	47.34	45
Ordnance	102.10	49.29	20
MP	122.17	27.86	6
MSC	51.22	20.08	9
Signal	120.70	43.18	10
QM	99.75	69.07	4
Transportation	79.50	25.39	6
HQ companies ^a	110.37	40.41	19
Div. Finance	115.00	19.05	3
Div. AG	165.33	43.62	3
Div. Aviation	151.33	24.79	3
Total Sample	103.63	42.51	267

^aThis category includes Div. Arty Hq (4), DisCom Hq (4), Brigade Hq (10), and Div. Hq (1).

Table 8
Mean Age in Years of Respondents

Branch	Mean	SD	N
Air Defense	29.76	7.38	21
Armor	30.02	2.46	60
Artillery	30.13	2.74	46
Engineer	29.58	1.31	12
Infantry	30.49	2.79	45
Ordnance	30.55	2.84	20
MP	30.67	4.08	6
MSC	27.00	2.40	9
Signal	30.30	3.40	10
QM	30.50	5.00	4
Transportation	29.83	2.48	6
HQ companies ^a	30.95	3.34	19
Div. Finance	32.00	1.00	3
Div. AG	34.67	2.52	3
Div. Aviation	34.67	3.06	3
Total Sample	30.24	3.43	267

^aThis category includes Div. Arty Hq (4), DisCom Hq (4), Brigade Hq (10), and Div. Hq (1).

Table 9
Mean Years of Education of Respondents

Branch	Mean	SD	N
Air Defense	14.76	3.63	21
Armor	15.87	1.05	60
Artillery	15.67	1.30	46
Engineer	16.83	.84	12
Infantry	16.00	.93	45
Ordnance	15.85	1.27	20
MP	15.50	.55	6
MSC	16.44	1.42	9
Signal	15.30	1.06	10
QM	16.00	.82	4
Transportation	16.00	1.27	6
HQ companies ^a	15.95	1.47	19
Div. Finance	16.67	1.16	3
Div. AG	16.00	0.0	3
Div. Aviation	16.33	.58	3
Total Sample	15.83	1.51	267

^aThis category includes Div. Arty Hq (4), DisCom Hq (4), Brigade Hq (10), and Div. Hq (1).

Table 10
Respondents Reporting Completion of Branch Basic Course

	Air Defense	Armor	Artillery	Engineer	Infantry	Ordnance	MP	MSC
	Freq	%	Freq	%	Freq	%	Freq	%
Yes	18	85.7	53	88.3	45	97.8	12	100.0
No	2	9.5	6	10.0	1	2.2	0	0.0
No Response	1	4.8	1	1.7	0	0.0	0	0.0
Total	21		60		46		12	
					45		20	
							6	
								9

	Signal	QM	Transportation	HQ Companies ^a	Div. Finance	Div. AG	Div. Aviation	Total Sample
	Freq	%	Freq	%	Freq	%	Freq	%
Yes	9	90.0	1	25.0	5	83.3	16	84.2
No	1	10.0	3	75.0	1	16.7	3	15.8
No Response	0	0.0	0	0.0	0	0.0	0	0.0
Total	10		4		6		19	
							3	
								3
								267

^aThis category includes Div. Arty Hq (4), DisCom Hq (10), Brigade Hq (1), and Div. Hq (1).

Table II
Respondents Reporting Completion of Branch Officer Advanced Course

	Air Defense	Armor	Artillery	Engineer	Infantry	Ordnance	MP	MSC
	Freq	%	Freq	%	Freq	%	Freq	%
Yes	19	90.5	45	75.0	39	84.8	6	50.0
No	1	4.8	15	25.0	7	15.2	6	50.0
No Response	1	4.8	0	0.0	0	0.0	0	0.0
Total	21	60	46	80.0	12	45	20	9

	Signal	QM	Transportation	HQ Companies ^a	Div. Finance	Div. AG	Div. Aviation	Total Sample
	Freq	%	Freq	%	Freq	%	Freq	%
Yes	7	70.0	2	50.0	3	50.0	14	73.7
No	3	30.0	2	50.0	3	50.0	5	26.3
No Response	0	0.0	0	0.0	0	0.0	0	0.0
Total	10	4	6	19	3	3	3	267

^aThis category includes Div. Arty Hq (4), DisCom Hq (10), Brigade Hq (14), and Div. Hq (1)

Table 12
Respondents Reporting Prior Commissioned Service
in Similar Type of Unit

	Air Defense	Armor	Artillery	Engineer	Infantry	Ordnance	MP	MSC
	Freq	%	Freq	%	Freq	%	Freq	%
Yes	8	38.1	34	56.7	30	65.2	4	33.3
No	12	57.1	26	43.3	16	34.8	7	58.3
No Response	1	4.8	0	0.0	0	0.0	1	8.3
Total	21	60	46		12		45	

	Signal	QM	Transportation	HQ Companies ^a	Div. Finance	Div. AG	Div. Aviation	Total Sample
	Freq	%	Freq	%	Freq	%	Freq	%
Yes	5	50.0	2	50.0	3	50.0	5	26.3
No	5	50.0	2	50.0	3	50.0	14	73.7
No Response	0	0.0	0	0.0	0	0.0	0	0.0
Total	10		4		6		19	

^aThis category includes Div. Arty Hq (4), DisCom Hq (4), Brigade Hq (10), and Div. Hq (1).

TIME DEVOTED TO MAJOR DUTY AREAS

To provide a frame of reference for the detailed task ratings made in the final section of the JTIO, respondents had been asked to indicate the percentage of time they spent in actions associated with the nine functional duty areas: Personnel Management, Leadership, Company Administration, Training, Company Logistics, Maintenance, Internal Security, Company Health, and Conducting Unit Mission(s). The intent of this set of items was to obtain an estimate of the relative amount of time spent in conducting unit missions and thereby to derive one indication of the actual criticality of the detailed ratings that were made only for tasks associated with the other eight duty areas.

Tables 13-21 show the percentages of time respondents spent in activities associated with the various duty areas. Each table presents data for one duty area, by branch and for the total sample. For the total sample, these data indicated that company commanders devote the most time to company administration and leadership and the least time to internal security and company logistics. Activities associated with the conduct of unit missions received comparatively low ratings. More than 75% of company commanders indicated they spent 10% or less of their time conducting unit missions. The modal response for this item was zero. This finding was not unexpected in view of the predominance within the sample of units operating within garrison situations.

TIME AND JOB REQUIREMENTS

After review of the literature, it was hypothesized that the multitude of different tasks and responsibilities might be a principal reason for the reported difficulty of the company commander's job. Accordingly, several questions were designed to provide information about this issue. Commanders were requested to indicate the number of hours per week they devoted to job-related activities and how many of the job's requirements could be accomplished to their satisfaction in the available time. Commanders were also requested to indicate how well they were prepared, through military education/training, for performing the duties of their present positions. Summary data for these items appear in Tables 22, 23 and 24.

Company commanders, like most professionals, work longer than the "normal" 40-hour week (Table 22). Estimates of hours spent by respondents within the different types of units were quite variable with the exception of the estimates by commanders of Engineer, MP, Signal, Headquarters, Division AG, and Division Aviation companies. Although company commanders reported spending an average of 62 hours per week at their duty positions, they were unable to accomplish many of their job requirements to their satisfaction (Table 23). With a few exceptions, company commanders reported they could accomplish only about half of the requirements of

Table L3
Percent of Time Spent Performing Actions
Associated With Personnel Management

Percent of Time Spent	Air Defense			Armor			Artillery			Engineer			Infantry			Ordnance			MP			MSC			
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
0- 10	11	52.38	33	55.00	23	50.00	8	66.67	28	62.22	12	60.00	3	50.00	3	50.00	3	50.00	3	50.00	3	50.00	3	50.00	3
11- 20	6	28.57	18	30.00	18	39.13	2	16.67	14	31.11	5	25.00	3	50.00	3	50.00	3	50.00	3	50.00	3	50.00	3	50.00	3
21- 30	3	14.29	8	13.33	3	6.52	1	8.33	2	4.44	3	15.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
31- 40	1	4.76	1	1.67	2	4.34	1	8.33	0	0.00	0	2.22	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
41- 50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	2.22	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
51- 60	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Total	21	60	46	46	12	45	20	45	20	6	9	6	9	6	9	6	9	6	9	6	9	6	9	6	9

Percent of Time Spent	Signal			QM			Transportation			HQ Companies ^a			Div. Finance			Div. AG			Div. Aviation			Total Sample			
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
0- 10	5	50.00	2	50.00	3	50.00	12	63.16	2	66.67	1	33.33	1	33.33	1	33.33	1	33.33	1	33.33	1	33.33	1	33.33	1
11- 20	1	10.00	1	25.00	2	33.33	3	15.79	0	0.00	1	33.33	2	66.67	81	30.33	2	66.67	81	30.33	2	66.67	81	30.33	2
21- 30	3	30.00	1	25.00	1	16.67	3	15.79	1	33.33	1	33.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
31- 40	0	0.00	0	0.00	0	0.00	1	5.26	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
41- 50	1	10.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
51- 60	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Total	10	4	6	6	19	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3

^aThis category includes 4 DisCom, 10 Brigade, 1 Division, and 4 Div. Arty Hq companies.

Table 1⁴
Percent of Time Spent Performing
Actions Associated With Leadership

Percent of Time Spent	Air Defense		Armor		Artillery		Engineer		Infantry		Ordnance		MP		MSC	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	10	47.62	27	45.00	18	39.13	4	33.33	25	55.56	9	45.00	2	33.33	5	55.56
11- 20	6	28.57	25	41.67	15	32.61	3	25.00	16	35.56	5	25.00	4	66.67	2	22.22
21- 30	2	9.52	6	10.00	7	15.22	2	16.67	4	8.89	5	25.00	0	0.00	1	11.11
31- 40	2	9.52	0	0.00	6	13.04	3	25.00	0	0.00	0	0.00	0	0.00	1	11.11
41- 50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
51- 60	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	5.00	0	0.00	0	0.00
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	2	3.33	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	1	4.76	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	21	60		46		12		45		20		6		9		

Percent of Time Spent	Signal		QM		Transportation		HQ Companies ^a		Div. Finance		Div. AG		Div. Aviation		Total Sample	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	4	40.00	2	50.00	5	83.33	12	63.16	0	0.00	1	33.33	2	66.67	126	47.19
11- 20	0	0.00	2	50.00	1	16.67	4	21.05	2	66.67	0	0.00	0	0.00	85	31.84
21- 30	3	30.00	0	0.00	0	0.00	1	5.26	1	33.33	2	66.67	1	33.33	35	13.11
31- 40	1	10.00	0	0.00	0	0.00	1	5.26	0	0.00	0	0.00	0	0.00	14	5.24
41- 50	1	10.00	0	0.00	0	0.00	1	5.26	0	0.00	0	0.00	0	0.00	2	.75
51- 60	1	10.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	.75
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	2	.75
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	.37
Total	10	4		6		19		3		3		3		3		267

^aThis category includes 4 DisCom, 10 Brigade, 1 Division, and 4 Div. Arty Hq companies.

Table 15
Percent of Time Spent Performing Actions
Associated With Company Administration

Percent of Time Spent	Air Defense		Armor		Artillery		Engineer		Infantry		Ordnance		MP		MSC	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	15	71.43	24	40.00	18	39.13	4	33.33	15	33.33	9	45.00	1	16.67	2	22.22
11- 20	2	9.52	22	36.67	16	34.78	4	33.33	14	31.11	7	35.00	1	16.67	2	22.22
21- 30	3	14.29	8	13.33	6	13.04	3	25.00	9	20.00	3	15.00	1	16.67	3	33.33
31- 40	0	0.00	5	8.33	3	6.52	1	8.33	4	8.89	1	5.00	3	50.00	2	22.22
41- 50	0	0.00	1	1.67	1	2.17	0	0.00	3	6.67	0	0.00	0	0.00	0	0.00
51- 60	1	4.76	0	0.00	1	2.17	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	1	2.17	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	21	60	46		12	45		20	6	9						

Percent of Time Spent	Signal		QM		Transporta- tion		HQ Companies ^a		Div. Finance		Div.AC		Div. Aviation		Total Sample	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	3	30.00	1	25.00	2	33.33	6	31.58	0	0.00	2	66.67	0	0.00	101	37.83
11- 20	5	50.00	0	0.00	1	16.67	5	26.32	1	33.33	1	33.33	1	33.33	83	31.09
21- 30	1	10.00	0	0.00	1	16.67	6	31.58	2	66.67	0	0.00	2	66.67	48	17.98
31- 40	0	0.00	2	50.00	1	16.67	1	5.26	0	0.00	0	0.00	0	0.00	24	8.99
41- 50	1	10.00	1	25.00	0	0.00	1	5.26	0	0.00	0	0.00	0	0.00	8	3.00
51- 60	0	0.00	0	0.00	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00	2	.75
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	.37
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	10	4	6		19	3		3					3		3	267

^aThis category includes ⁴ DisCom, ¹⁰ Brigade, ¹ Division, and ⁴ Div. Arty HQ companies.

Table 16
Percent of Time Spent Performing
Actions Associated With Training

Percent of Time Spent	Air Defense		Armor		Artillery		Engineer		Infantry		Ordnance		MP		MSC	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	13	61.90	22	36.67	26	56.52	7	58.33	15	33.33	16	80.00	6	100.00	9	100.00
11- 20	6	28.57	21	35.00	15	32.61	5	41.67	19	42.22	3	15.00	0	0.00	0	0.00
21- 30	2	9.52	14	23.33	5	10.87	0	0.00	8	17.78	0	0.00	0	0.00	0	0.00
31- 40	0	0.00	2	3.33	0	0.00	0	0.00	1	2.22	1	5.00	0	0.00	0	0.00
41- 50	0	0.00	1	1.67	0	0.00	0	0.00	2	4.44	0	0.00	0	0.00	0	0.00
51- 60	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	21	60	46		12		45		20		6		9			

Percent of Time Spent	Signal		QM		Transportation		HQ Companies ^a		Div. Finance		Div. AG		Div. Aviation		Total Sample	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	3	30.00	4	100.00	3	50.00	15	78.95	2	66.67	2	66.67	3	100.00	146	54.68
11- 20	6	60.00	0	0.00	2	33.33	2	10.53	1	33.33	1	33.33	0	0.00	81	30.34
21- 30	0	0.00	0	0.00	1	16.67	1	5.26	0	0.00	0	0.00	0	0.00	31	11.61
31- 40	0	0.00	0	0.00	0	0.00	1	5.26	0	0.00	0	0.00	0	0.00	5	1.87
41- 50	1	10.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4	1.50
51- 60	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	10	4	6		19		3		3		3		3		3	267

^aThis category includes 4 DisCom, 10 Brigade, 1 Division, and 4 Div. Arty Hq companies.

Table 17
Percent of Time Spent Performing Actions
Associated With Company Logistics

Percent of Time Spent	Air Defense		Armor		Artillery		Engineer		Infantry		Ordnance		MP		MSC	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	21	100.00	59	98.33	42	91.30	12	100.00	43	95.56	17	85.00	6	100.00	9	100.00
11- 20	0	0.00	1	1.67	4	8.70	0	0.00	2	4.44	3	15.00	0	0.00	0	0.00
21- 30	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
31- 40	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
41- 50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
51- 60	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	21	60	46		12	45		20		6	9					

Percent of Time Spent	Signal		QM		Transporta- tion		HQ Companies ^a		Div. Finance		Div.AG		Aviation		Div. Total Sample	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	8	80.00	4	100.00	6	100.00	15	78.95	3	100.00	3	100.00	3	100.00	250	93.63
11- 20	1	10.00	0	0.00	0	0.00	3	15.79	0	0.00	0	0.00	0	0.00	15	5.62
21- 30	0	0.00	0	0.00	0	0.00	1	5.26	0	0.00	0	0.00	0	0.00	1	.37
31- 40	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
41- 50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
51- 60	1	10.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	.37
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	10	4	6		19		3		3		3		3		267	

^aThis category includes 4 DisCom, 10 Brigade, 1 Division, and 4 Div. Arty HQ companies.

Table 18
Percent of Time Spent Performing
Actions Associated With Maintenance

Percent of Time Spent	Air Defense		Armor		Artillery		Engineer		Infantry		Ordnance		MP		MSC	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	8	38.10	25	41.67	14	30.43	7	58.33	21	46.67	15	75.00	3	50.00	5	55.56
11- 20	9	42.86	25	41.67	26	56.52	5	41.67	19	42.22	5	25.00	2	33.33	4	44.44
21- 30	3	14.29	7	11.67	2	4.35	0	0.00	4	8.89	0	0.00	1	16.67	0	0.00
31- 40	0	0.00	1	1.67	3	6.52	0	0.00	1	2.22	0	0.00	0	0.00	0	0.00
41- 50	1	4.76	2	3.33	1	2.17	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
51- 60	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	21	60	46	12	45	20	6	9								

Percent of Time Spent	Signal		QM		Transportation		HQ Companies ^a		Div. Finance		Div. AG		Div. Aviation		Total Sample		
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	
0- 10	6	60.00	3	75.00	3	50.00	12	63.16	2	66.67	3	100.00	1	33.33	128	47.94	
11- 20	3	30.00	1	25.00	2	33.33	6	31.58	1	33.33	0	0.00	2	66.67	110	41.20	
21- 30	0	0.00	0	0.00	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00	18	6.74	
31- 40	0	0.00	0	0.00	0	0.00	1	5.26	0	0.00	0	0.00	0	0.00	6	2.25	
41- 50	10.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	5	1.87
51- 60	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	
Total	10	4	6	19	3								3	3	3	267	

^aThis category includes 4 DisCom, 10 Brigade, 1 Division, and 4 Div. Artillery HQ companies.

Table 19
Percent of Time Spent Performing Actions
Associated With Internal Security

Percent of Time Spent	Air Defense		Armor		Artillery		Engineer		Infantry		Ordnance		MP		MSC	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	20	95.24	60	100.00	46	100.00	12	100.00	45	100.00	20	100.00	6	100.00	9	100.00
11- 20	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
21- 30	1	4.76	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
31- 40	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
41- 50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
51- 60	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	21	60	46	12	45	20	6	9	45	20	6	9	3	3	267	

Percent of Time Spent	Signal		QM		Transpor- tation		HQ Companies		Div. Finance		Div.AG		Div. Aviation		Total Sample	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	10	100.00	4	100.00	6	100.00	19	100.00	3	100.00	3	100.00	3	100.00	3	100.00
11- 20	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
21- 30	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	0.37
31- 40	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
41- 50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
51- 60	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	10	4	6	19	3	3	3	3	3	3	3	3	3	3	3	267

at this category includes ⁴ DisCom, ¹⁰ Brigade, ¹ Division, and ¹⁴ Arty Hq companies.

Table 20
Percent of Time Spent Performing
Actions Associated With Company Health

Percent of Time Spent	Air Defense		Armor		Artillery		Engineer		Infantry		Ordnance		MP		MSC	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	21	100.00	59	98.33	46	100.00	12	100.00	43	95.56	20	100.00	6	100.00	9	100.00
11- 20	0	0.00	1	1.67	0	0.00	0	0.00	2	4.44	0	0.00	0	0.00	0	0.00
21- 30	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
31- 40	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
41- 50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
51- 60	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	21	60	46	12	45	20							6	9		

Percent of Time Spent	Signal		QM		Transpor- tation		HQ Companies ^a		Div. Finance		Div.AG		Div. Aviation		Total Sample	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	10	100.00	4	100.00	5	83.33	19	100.00	3	100.00	3	100.00	3	100.00	263	98.50
11- 20	0	0.00	0	0.00	1	16.67	0	0.00	0	0.00	0	0.00	0	0.00	4	1.50
21- 30	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
31- 40	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
41- 50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
51- 60	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	10	4	6	19	3	3							3	9	267	

^aThis category includes 4 DisCom, 10 Brigade, 1 Division, and 4 Div. Arty Hq companies.

Table 21
Percent of Time Spent
Conducting Unit Mission(s)

Percent of Time Spent	Air Defense		Armor		Artillery		Engineer		Infantry		Ordnance		MP		MSC	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	13	61.90	48	80.01	36	78.26	8	66.67	40	88.89	12	60.00	6	100.00	8	88.89
11- 20	3	14.29	8	13.33	5	10.87	3	25.00	5	11.11	3	15.00	0	0.00	1	11.11
21- 30	2	9.52	4	6.66	2	4.35	0	0.00	0	0.00	3	15.00	0	0.00	0	0.00
31- 40	3	14.29	0	0.00	2	4.35	0	0.00	0	0.00	2	10.00	0	0.00	0	0.00
41- 50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
51- 60	0	0.00	0	0.00	1	2.17	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	0	0.00	1	8.33	0	0.00	0	0.00	0	0.00	0	0.00
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	21	60	46	46	12	45	20	6	9	6	9	3	3	3	3	267

Percent of Time Spent	Signal		QM		Transportation		HQ Companies ^a		Div. Finance		Div. AG		Div. Aviation		Total Sample	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
0- 10	6	60.00	3	75.00	5	83.33	15	78.94	2	66.67	3	100.00	3	100.00	208	77.90
11- 20	4	40.00	1	25.00	0	0.00	2	10.53	1	33.33	0	0.00	0	0.00	36	13.48
21- 30	0	0.00	0	0.00	1	16.67	2	10.53	0	0.00	0	0.00	0	0.00	14	5.24
31- 40	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	7	2.62
41- 50	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
51- 60	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	.37
61- 70	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
71- 80	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	.37
81- 90	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
91-100	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00
Total	10	4	6	6	19	3	3	3	3	3	3	3	3	3	3	267

^aThis category includes 4 DisCom, 10 Brigade, 1 Division, and 4 Div. Arty Hq companies.

Table 22

Mean Hours Per Week Devoted to
Duty Position

Branch	Mean	SD	N
Air Defense	62.71	21.04	21
Armor	59.53	15.65	60
Artillery	63.30	16.68	46
Engineer	65.00	7.37	12
Infantry	66.69	14.62	45
Ordnance	58.15	18.88	20
MP	61.67	9.83	6
MSC	55.67	22.34	9
Signal	62.00	9.49	10
Quartermaster	51.00	26.17	4
Transportation	51.50	22.32	6
HQ companies	60.11	7.13	19
Div. Finance	65.00	13.23	3
Div. AG	60.00	0.00	3
Div. Aviation	60.00	10.00	3
Total Sample	61.73	15.85	267

Note. This questionnaire was: Hours per week you normally spend working in your duty position (round to nearest whole hour): _____.

Table 23
Mean Responses on Accomplishment of Job Requirements
to Respondents' Satisfaction

Branch	Mean	SD	N
Air Defense	3.00	1.22	21
Armor	3.32	.91	60
Artillery	2.80	1.11	46
Engineer	3.17	.94	12
Infantry	2.89	.91	45
Ordnance	3.45	.95	20
MP	2.50	1.05	6
MSC	3.11	.93	9
Signal	3.50	.85	10
Quartermaster	2.25	.96	4
Transportation	3.00	1.41	6
HQ companies	3.11	1.15	19
Div. Finance	3.67	.58	3
Div. AG	3.00	1.00	3
Div. Aviation	3.67	1.16	3
Total Sample	3.08	1.02	267

Note. This questionnaire item was: Within the time available, how many of the requirements of your job can be accomplished to your satisfaction?

- | | |
|--|---|
| <u>—</u> 1. Less than 1/4.
<u>—</u> 2. About 1/4.
<u>—</u> 3. About 1/2. | <u>—</u> 4. About 3/4.
<u>—</u> 5. All Requirements. |
|--|---|

Table 24
Mean Responses on Adequacy of
Preparation for Job Duties

Branch	Mean	SD	N
Air Defense	3.67	1.39	21
Armor	3.95	.70	60
Artillery	3.78	.89	46
Engineer	3.75	.75	12
Infantry	3.96	.85	45
Ordnance	3.90	.72	20
MP	3.83	.98	6
MSC	3.00	1.32	9
Signal	3.80	1.14	10
Quartermaster	3.00	1.63	4
Transportation	4.17	.41	6
HQ companies	3.21	1.13	19
Div. Finance	4.33	.58	3
Div. AG	4.00	.00	3
Div. Aviation	4.00	.00	3
Total Sample	3.79	.94	267

Note. This questionnaire item was: To what extent were you prepared through military education/training for performing the duties of your present position?

- | | |
|---|---|
| <input type="checkbox"/> 1. Very Inadequately.
<input type="checkbox"/> 2. Inadequately.
<input type="checkbox"/> 3. Neither Adequately nor Inadequately. | <input type="checkbox"/> 4. Adequately.
<input type="checkbox"/> 5. Very Adequately. |
|---|---|

their positions to a standard which met with their approval. On the other hand, Table 24 shows that they believed their prior military education/training prepared them fairly adequately for performing the duties of their present positions. Collectively, these findings suggest that company commanders may be deluged with commitments which cannot be accomplished effectively even though the commanders are fairly well trained to deal with them and spend long hours trying to accomplish them.

JOB TASK PROFILES

The final section of the JTIO consisted of 402 task statements categorized in unequal numbers according to seven nontactical, non-technical skill areas. The statements were designed to reflect those activities which might be performed by a company commander in a peace-time garrison environment. For each statement, average percent of position and mean ratings of need for preparation were computed for the total sample and for each branch.

Data for all tasks, ordered by percent of position, are presented separately for (1) all respondents and (2) those branches whose sample size was large enough to permit meaningful analysis. In the interpretation of these data, one caveat is especially important. Almost all of the 402 tasks were rated by most respondents as "performed." Because the number of tasks included was quite large, the percent of position for any single task must necessarily be small. With a different number of tasks, the obtained percentages would have been different. Therefore, the index average percent of position should not be interpreted in an absolute sense. It is only a means for ordering the tasks according to their relative importance as rated by respondents; no additional interpretation should be placed upon it.

Table 25 presents a list of the highest 20% of the tasks (80 items) ordered by percent of position for all respondents. Table 26 shows the highest 20% of the tasks (80 items) ordered by mean need for preparation for respondents who reported performing the tasks.

A comparison of the lists presented in Tables 25 and 26 was made to identify those tasks which were rated highest in terms of both percent of position and need for preparation, for which, therefore, training would be most critical. As expected, the two criteria used in ordering the tasks were not entirely independent and there was moderate overlap (29 tasks, or 36.25%) between the two lists. The rank order (rho) correlation between percent of position and need for preparation for the complete task listing covering the total sample was .60. Tasks common to the top 20% of both criteria are shown in Table 27.

Table 25
 Top 20% of Tasks
 Ordered by Percent of Position, for
 All Respondents

Task Number ^a	Task Title	% of Position
A 59	Use chain of command to get specific tasks done.	0.41
A 124	Help a subordinate with a personal problem.	0.41
A 36	Plan company tasks and missions.	0.41
C 29	Practice open door policy.	0.41
A 37	Develop policies and procedures for accomplishing company tasks and missions.	0.40
C 3	Counsel individual enlisted men on drug/alcohol abuse matters.	0.40
A 42	Establish priorities for accomplishing company tasks and missions.	0.39
A 94	Train and encourage subordinate leaders to assume greater responsibility.	0.39
B 19	Practice open door policy.	0.39
A 77	Counsel subordinates on ways they can improve their performance.	0.38
A 60	Inspect work upon its completion.	0.38
A 66	Personally praise individuals who have done outstanding work.	0.38
C 20	Brief newly assigned personnel on your policy regarding drug/alcohol abuse.	0.38
A 122	Disseminate information and orders.	0.38
A 90	Inform/brief subordinates about current situation or requirements.	0.38
A 137	Make spot checks to encourage subordinates to adhere to standards of military appearance.	0.38
A 136	Brief new men on unit mission, goals, and local policies (what you expect of them).	0.38
A 31	Administer Military Justice under provisions of Article 15, Uniform Code of Military Justice (UCMJ).	0.38
A 109	Discuss with subordinate leaders the performance of their subordinates.	0.38
C 11	Refer known drug/alcohol users to rehabilitation facility and/or individuals who can offer assistance.	0.38
A 108	Support subordinate leaders' actions/decisions to own superiors.	0.37
C 12	Follow up on each known drug/alcohol user until rehabilitated or discharged.	0.37

^aSee Appendix B.

Table 25 (Continued)

Task Number	Task Title	% of Position
A 140	Check on food and living conditions of men.	0.37
C 18	Identify drug pushers in the company.	0.37
A 117	Establish and maintain standards of self-behavior.	0.37
A 43	Organize resources for mission/task accomplishment.	0.37
D 3	Determine current level of individual proficiency within unit.	0.37
F 10	Supervise maintenance of duty rosters.	0.37
D 7	Establish priorities for meeting individual training or performance goals.	0.37
G 11	Inspect individual and organizational clothing and equipment to insure satisfactory standards of cleanliness and repair.	0.37
A 107	Delegate authority to subordinate leaders.	0.37
A 110	Discuss with subordinate leaders ways they can use to improve the performance of their subordinates.	0.37
A 91	Talk with subordinates as part of "open door" policy.	0.37
A 142	Work on improving living and/or working conditions for men.	0.37
E 31	Conduct dismounted drill.	0.36
C 13	Supervise administration of Uniform Code of Military Justice (UCMJ), to eliminate known drug/alcohol users.	0.36
A 106	Delegate responsibilities to subordinates.	0.36
A 46	Stimulate subordinates to accept and work toward mission goals and task accomplishment.	0.36
A 47	Identify operational problems.	0.36
C 2	Advise individual noncommissioned officers and junior officers on how they can help control drug/alcohol abuse.	0.36
C 1	Personally tour barracks/company area at random intervals during evening and early morning hours.	0.36
A 68	Determine reasons for poor performance from subordinates.	0.36
A 105	Discuss responsibilities with subordinate leaders that they should assume.	0.36
A 63	Communicate expectations for generally high unit performance to subordinates.	0.36
A 29	Select the appropriate type of action - administrative, nonjudicial, or judicial.	0.36
D 34	Evaluate unit training test results against unit training standards.	0.35
A 75	Display technical competency to earn respect of men.	0.35

Table 25 (continued)

Task Number	Task Title	% of Position
A 69	Direct/prepare tangible awards, recommendations for individuals who have done outstanding work.	0.35
A 83	Motivate/reinforce subordinates by giving credit for good ideas they provide.	0.35
A 14	Evaluate/recommend personnel for retention, promotion, demotion, schooling, elimination.	0.35
A 61	Critique work performance.	0.35
D 15	Select instructors to deliver individual training.	0.35
A 58	Monitor the progress of work as it is being performed (supervise accomplishment of assigned tasks/missions).	0.35
G 29	Determine the effectiveness of maintenance float.	0.35
A 72	Discuss effective leadership methods with subordinate leaders.	0.35
A 62	Suggest ways of improving work performance.	0.35
A 57	Make expected performance standards clear when assigning work or tasks.	0.35
A 70	Write letters of commendation/appreciation for individuals who have done outstanding work.	0.35
A 119	Develop good work habits for self.	0.35
A 132	Encourage subordinates who are working on very difficult or challenging tasks.	0.35
A 74	Expose self to difficult conditions or to work requirements as an example to subordinates.	0.34
A 81	Motivate/challenge subordinates through innovative training or task assignments.	0.34
A 39	Receive orders/instructions from superiors regarding company operations and missions.	0.34
A 131	Identify and reduce tensions among subordinates.	0.34
F 21	Support/coordinate Headstart Program.	0.34
E 38	Conduct fund drives.	0.34
A 121	Help subordinates by giving advice and planning ahead.	0.34
A 71	Discuss rewards and punishments with subordinate leaders to assure they are administered <u>fairly</u> or that they are appropriate.	0.34
A 116	Develop and maintain own physical fitness.	0.34
A 1	Counsel enlisted personnel on reenlistment or extension of enlistment.	0.34
B 20	Motivate junior officers and noncommissioned officers to effectively use chain of command, i.e., help enlisted men with racially related complaints or incidents.	0.34

Table 25 (Continued)

Task Number	Task Title	% of Position
A 51	Inspect ongoing work to determine if existing plans can be improved.	0.34
C 8	Conduct health and welfare inspections.	0.34
D 11	Select instructional methods best suited to accomplishing individual training goals.	0.34
A 67	Administer punishment to individuals who have done poor work.	0.34
A 64	Ascertain who are the high performers in the company.	0.33
A 48	Prepare/write memorandums, directives, standing operating procedures (SOPs), fact sheets, policy letters.	0.33
D 35	Develop training schedules (individual and unit)	0.33
A 44	Ask subordinates for advice on anticipated problems in accomplishing missions/tasks.	0.33
A 89	Request information/advice from subordinates when making decisions.	0.33

Table 26

**Top 20% of Tasks
Ordered by Need for Preparation, for
All Respondents**

Task ^a Number	Task Title	Mean	SD	Number of Responses
A 31	Administer Military Justice under provisions of Article 15, Uniform Code of Military Justice (UCMJ).	3.68	1.31	265
A 36	Plan company tasks and missions.	3.62	1.20	261
A 27	Conduct/supervise searches and seizures.	3.56	1.36	265
A 37	Develop policies and procedures for accomplishing company tasks and missions.	3.51	1.20	263
E 38	Conduct fund drives.	3.48	1.43	244
E 6	Act as Unit Fund Custodian.	3.44	1.44	239
C 7	Conduct searches and seizures.	3.42	1.55	250
C 13	Supervise administration of Uniform Code of Military Justice (UCMJ), to eliminate known drug/alcohol users.	3.37	1.47	253
A 29	Select the appropriate type of action - administrative, nonjudicial, or judicial.	3.36	1.37	267
A 75	Display technical competency to earn respect of men.	3.32	1.53	259
G 35	Initiate equipment improvement reports.	3.28	1.41	252
G 29	Determine the effectiveness of maintenance float.	3.27	1.44	246
D 3	Determine current level of individual proficiency within unit.	3.24	1.35	254
C 18	Identify drug pushers in the company.	3.24	1.57	261
C 8	Conduct health and welfare inspections.	3.23	1.55	264
C 17	Identify drug/alcohol users using physical/physiological indicators.	3.23	1.53	247
G 23	Supervise/direct shop or maintenance facility operations and personnel.	3.22	1.47	218
G 39	Acquire maintenance support.	3.20	1.45	242

^aSee Appendix B.

Table 26 (Continued)

Task Number	Task Title	Mean	SD	Number of Responses
D 11	Select instructional methods best suited to accomplishing individual training goals.	3.20	1.41	247
A 32	Prepare charge sheets and prefer charges.	3.19	1.47	227
D 7	Establish priorities for meeting individual training or performance goals.	3.16	1.43	253
A 17	Initiate/coordinate elimination proceedings.	3.15	1.31	255
G 28	Inspect equipment for serviceability.	3.15	1.44	231
G 37	Monitor/diagnose/analyze maintenance deficiencies, equipment performance, and maintenance performance data.	3.12	1.46	238
C 3	Counsel individual enlisted men on drug/alcohol abuse matters.	3.10	1.49	266
G 43	Evaluate/monitor equipment dispatch.	3.10	1.47	225
F 17	Coordinate control of and issuance of ration cards.	3.09	1.52	257
G 31	Determine the effectiveness of Technical Assistance Teams (TAP).	3.08	1.44	244
D 1	Determine level of individual proficiency required for unit to accomplish its mission(s).	3.08	1.36	245
D 9	Research materials/publications in order to select individual instructional methods.	3.07	1.44	243
F 6	Prepare a Functional Files Plan.	3.07	1.52	239
F 13	Supervise posting of bulletin boards.	3.07	1.57	245
C 26	Plan and implement a drug/alcohol education program within the unit.	3.07	1.44	245
G 40	Supervise performance of Equipment Serviceability Criteria (ESC) on equipment.	3.05	1.45	195
G 30	Determine the effectiveness of Maintenance Assistance and Instruction Teams (MAIT).	3.05	1.44	239
D 34	Evaluate unit training test results against unit training standards	3.04	1.41	257

Table 26 (Continued)

Task Number	Task Title	Mean	SD	Number of Responses
A 28	Advise respondent/suspect of rights under Article 31, Uniform Code of Military Justice (UCMJ), and right to counsel.	3.04	1.54	266
A 81	Motivate/challenge subordinates through innovative training or task assignments.	3.01	1.51	256
A 77	Counsel subordinates on ways they can improve their performance.	3.00	1.43	266
F 7	Maintain/inspect/transfer/classify functional files.	2.99	1.47	193
C 9	Conduct informal investigations	2.98	1.44	248
C 19	Train alcohol and drug education specialists for the company.	2.98	1.51	209
C 10	Recognize/identify possible indicators of racial unrest.	2.98	1.52	256
G 25	Insure proper storage/maintenance/usage/establishment of prescribed load list (PLL) items.	2.98	1.43	242
C 11	Refer known drug/alcohol users to rehabilitation facility and/or individuals who can offer assistance.	2.97	1.44	265
D 5	Establish long-range individual training or performance goals.	2.97	1.39	239
A 94	Train and encourage subordinate leaders to assume greater responsibility.	2.97	1.45	262
G 9	Supervise preparation of facilities and equipment for inspection.	2.96	1.44	243
B 1	Periodically interview/rap with racially mixed groups of enlisted men to identify racial problems and their sources/causes.	2.96	1.49	248
F 31	Review paperwork for overseas privately-owned vehicle licensing and registration	2.96	1.51	248
A 124	Help a subordinate with a personal problem.	2.95	1.54	266
G 26	Determine the quality of organization maintenance.	2.95	1.44	186
A 72	Discuss effective leadership methods with subordinate leaders.	2.95	1.47	260
D 24	Develop unit training scenarios/exercises.	2.94	1.40	229
F 21	Support/coordinate Headstart Program.	2.94	1.49	264

Table 26 (Continued)

Task Number	Task Title	Mean	SD	Number of Responses
A 48	Prepare/write memorandums, directives, standing operating procedures (SOPs), fact sheets, policy letters.	2.94	1.28	259
A 14	Evaluate/recommend personnel for retention, promotion, demotion, schooling, elimination.	2.94	1.31	264
D 15	Select instructors to deliver individual training.	2.93	1.43	251
C 12	Follow up on each known drug/alcohol user until rehabilitated or discharged.	2.93	1.49	264
C 27	Use peer-group pressures to eliminate drug and alcohol abuse.	2.92	1.55	243
G 24	Direct maintenance on individual and organizational equipment.	2.92	1.40	225
B 4	Counsel enlisted men regarding racial problems/incidents.	2.90	1.48	252
G 4	Supervise/coordinate disposal of property, supplies, and repair parts through turn-in, issue, exchange, property disposal, and distribution.	2.89	1.44	238
A 46	Stimulate subordinates to accept and work toward mission goals and task accomplishment.	2.88	1.35	258
A 47	Identify operational problems.	2.88	1.33	260
D 13	Acquire training areas/facilities, aids, and publications needed to support unit training.	2.88	1.37	241
G 5	Plan and conduct physical inventories.	2.87	1.45	235
G 27	Determine the proficiency of maintenance personnel.	2.86	1.43	214
D 12	Select best methods for meeting unit training goals.	2.86	1.41	206
F 8	Procure/distribute/inventory/recommend changes to store/write publications.	2.86	1.41	201
D 40	Maintain/supervise the maintenance of unit training records.	2.86	1.35	239

Table 26 (Continued)

Task Number	Task Title			Number of Responses
		Mean	SD	
F 5	Review requisitions for blank forms and office supplies.	2.86	1.45	230
D 23	Develop lesson/outline to meet performance goals of individual instruction you personally deliver.	2.85	1.39	238
A 43	Organize resources for mission/task accomplishment.	2.83	1.37	259
A 26	Execute investigations pursuant to Article 32, Uniform Code of Military Justice (UCMJ), of suspected violations.	2.83	1.40	156
G 7	Insure adherence to supply economy concepts.	2.83	1.46	246
C 10	Establish and maintain an intelligence network to pinpoint drug and alcohol abuse in the company.	2.83	1.52	226
D 8	Establish priorities for meeting unit training or performance goals.	2.82	1.45	247
G 45	Insure proper maintenance of weapons record data.	2.79	1.44	224
A 114	Study regulations/manuals/other materials to improve own ability.	2.78	1.51	263

Table 27

Tasks Common to the Top 20% of Both Percent of Position and
Need for Preparation Criteria, for all Respondents

Task Number	Task Title ^a
A 14	Evaluate/recommend personnel for retention, promotion, demotion, schooling, elimination.
A 29	Select the appropriate type of action - administrative, nonjudicial or judicial.
A 31	Administer military justice under provisions of Article 15, Uniform Code of Military Justice (UCMJ).
A 36	Plan company tasks and missions.
A 37	Develop policies and procedures for accomplishing company tasks and missions.
A 43	Organize resources for mission/task accomplishment.
A 46	Stimulate subordinates to accept and work toward mission goals and task accomplishment.
A 47	Identify operational problems.
A 48	Prepare/write memorandums, directives, standing operating procedures (SOPs), fact sheets, policy letters.
A 72	Discuss effective leadership methods with subordinate leaders.
A 75	Display technical competency to earn respect of men.
A 77	Counsel subordinates on ways they can improve their performance.
A 81	Motivate/challenge subordinates through innovative training or task assignments.
A 94	Train and encourage subordinate leaders to assume greater responsibility.
A124	Help a subordinate with a personal problem.
C 3	Counsel individual enlisted men on drug/alcohol abuse matters.
C 8	Conduct health and welfare inspections.
C 11	Refer known drug/alcohol users to rehabilitation facility and/or individuals who can offer assistance.
C 12	Follow up on each known drug/alcohol user until rehabilitated or discharged.
C 13	Supervise administration of Uniform Code of Military Justice (UCMJ), to eliminate known drug/alcohol users.
C 18	Identify drug pushers in the company.
D 3	Determine current level of individual proficiency within unit.
D 7	Establish priorities for meeting individual training or performance goals.
D 11	Select instructional methods best suited to accomplish individual training goals.
D 15	Select instructors to deliver individual training.
D 34	Evaluate unit training test results against unit training standards.
E 38	Conduct fund drives.
F 21	Support/coordinate Headstart Program.
G 29	Determine the effectiveness of maintenance float.

^aTasks are listed in the order in which they appeared in the JTIQ.

The degree of task commonality showed some variability among the several branches whose samples were large enough for meaningful analysis. The extent of commonality among the highest 20% of tasks for each type of unit is summarized in Table 28. The greatest overlap (46%) was found for Artillery respondents and the lowest (28%) for Headquarters companies. The amount of overlap for Headquarters companies was notably lower than for any of the other types of units, which may suggest that Headquarters company commanders view their jobs differently than do commanders of other types of units.

For each unit type, percent of position and need for preparation ratings on all 402 tasks were ranked, and rank order (rho) correlations were computed (Table 29).

Overall, the moderate degree of task commonality found to exist between percent of position and need for preparation rankings suggests that it will be important for individuals who select tasks for training to scrutinize the task lists and identify any extreme discrepancies between the two ratings for single tasks before making a final decision as to whether such tasks should be included.

COMMONALITY BETWEEN UNIT TYPES

Full task listings for the various types of units for which sufficient data were available, with average percent of position and mean need for preparation indicated, are available on request for the Army Research Institute. For average percent of position and mean need for preparation separately, the tasks for each type of unit were ranked and rank order (rho) correlations were computed to determine the extent of agreement between the types of units.

Percent of Position. Table 30 shows intercorrelations between the types of units for average percent of position. Overall, the correlations ranged from moderately high to high. The median correlation among the types was .85. This indicates a moderately high level of agreement between the different types of units in terms of the relative importance attached to the tasks appearing in the JTIO. For reasons not readily apparent, Ordnance and Headquarters companies showed somewhat lower agreement with Air Defense units than did other companies, and Headquarters companies also showed lower agreement with Armor units. Among the combat arms, agreement was quite high.

The level of agreement between unit types in ranked percent of position suggests the feasibility of the various branch schools using a common core curriculum for training of company commanders. Since task rankings were quite similar among the several types of units, the development of a single course to be used by all branches in training company commanders for garrison duty in Europe seems eminently reasonable.

Table 28

Commonality Among Top 20% of Tasks Ranked by
Percent of Position and Need for Preparation

Unit Type	Number of Common Tasks	Percent Common
Air Defense	31	38.75
Armor	30	37.50
Artillery	37	46.25
Infantry	31	38.75
Ordnance (Maintenance)	30	37.50
Headquarters Companies	22	27.50
Total Sample	29	36.25

Table 29

Correlations Between Percent of Position and
Need for Preparation for All Tasks

Unit Type	rho
Air Defense	.62
Armor	.49
Artillery	.66
Infantry	.57
Ordnance (Maintenance)	.45
Headquarters Companies	.53

Table 30

Intercorrelations of Task Rankings
by Average Percent of Position
for Selected Types of Units

Unit Type	Air Defense	Armor	Field Artillery	Infantry	Ordnance	Headquarters Companies
Air Defense	---	.92	.89	.91	.69	.68
Armor	--	.93	.93	.82	.68	
Field Artillery	--	--	.93	.86	.84	
Infantry	--	--	--	.85	.83	
Ordnance	--	--	--	--	.84	
Headquarters Companies	--	--	--	--	--	

^aRank Order (rho) correlations on 402 tasks.

Need for Preparation. Rankings according to mean need for preparation for the different types of units also resulted in a moderately high level of agreement (median rho = .78). Intercorrelations among the types of units are presented in Table 31.

Overall, greatest agreement on need for preparation was found for the combat arms. Correlations of Ordnance with other types of units were uniformly lower, although still moderately high.

The findings suggest that there is moderately high agreement among company commanders within the various types of units concerning those tasks for which the greatest preparation is needed. Examination of tasks receiving the highest need for preparation ratings will indicate which should receive the most attention in course development.

DISCUSSION

For the most part, the data presented speak for themselves, although several suggested interpretations of the results have been presented already. Accordingly, this discussion will be limited to possible implications of the findings.

The task listing for the total sample (Table 25) constitutes the prioritized task listing which is the principal product of this project. In this listing, the top 20% of company commanders' tasks are ordered according to average percent of position; this ordering permits identification of those tasks deemed the most significant parts of the job of company commanders in Europe under garrison conditions. Respondents rated the tasks for significance in terms of both importance to the job and frequency of performance; these standards would appear to constitute reasonable bases for selection of tasks for which training might be developed. Ratings of company commanders concerning need for preparation might be a supporting consideration in selection of tasks to be included in training development.

The most important implication for training derives from comparisons of the prioritized task listings for the various types of units. The significant finding here is that, excluding technical skill specialities, the jobs of company commanders in garrison in Europe are quite similar across all types of units. The data show moderately high agreement across unit types as to which tasks constitute the most significant parts of the company commanders' jobs, and for which most commanders feel the greatest need for preparation.

Therefore, the implication is that, as regards training for garrison duty, a common core curriculum applicable for all branch schools would be acceptable and, indeed, would be desirable in the interests of uniformity of training and efficiency of development. A common core curriculum would permit a single proponent for the instruction, which would also make for more efficient and more effective training.

Table 31

Intercorrelations of Task Rankings
by Mean Need for Preparation^a
for Selected Types of Units

Unit Type	Air Defense	Armor	Field Artillery	Infantry	Ordnance	Headquarters Companies
Air Defense	—	.79	.80	.75	.67	.70
Armor	—	.85	.86	.73	.78	
Field Artillery	—	—	.84	.69	.80	
Infantry	—	—	—	.67	.79	
Ordnance	—	—	—	—	.66	
Headquarters Companies	—	—	—	—	—	

^aRank Order (rho) correlations.

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APPENDIXES

Appendix	Page
A. <u>Time Allocated to Major Job Area Section of the Job Task Inventory Questionnaire</u>	53
B. <u>Job Tasks Section of the Job Task Inventory Questionnaire</u>	59

APPENDIX A TIME ALLOCATED TO MAJOR JOB AREA SECTION OF THE JOB TASK
INVENTORY QUESTIONNAIRE

INSTRUCTIONS:

In this section, you will be asked to estimate how you divide your available time among nine major job areas. As a second task, you will then be asked to show how a number of different individual actions contribute to the overall time required by the major areas. To accomplish the first task, please follow these two steps:

Step 1: Familiarize yourself with each of the first eight major areas by examining the actions comprising them. They are shown on Pages 122 through 125. The actions under the major areas will show the scope of the major job areas.

Step 2. Decide what percentage of your time is required by each, by working from most to least:

a. Find the major area which consumes most of your time, and decide on a percentage value for that area.

b. Find the major area which consumes the second greatest percentage of your time, and decide on a percentage value for that area.

c. Continue with this procedure until you have assigned a percentage value to all the areas. The sum of all your percentages should be 100.

MAJOR JOB AREAS	%
1. Personnel Management	_____
2. Leadership	_____
3. Company Administration	_____
4. Training	_____
5. Company Logistics	_____
6. Maintenance	_____
7. Internal Security	_____
8. Company Health	_____
9. Conducting Unit Mission(s) (The percentage of time you spend performing unit missions (as would be performed in Active Combat Theater) that was not covered by the eight categories above.)	_____

TOTAL 100%

Step 3. For each of the major job areas, please now respond to the actions listed under each to indicate how much each contributes to the total time you spend in each of the major areas. For each action, write in the number in the column indicated which corresponds to the rating scale statement which is most correct for you on that action.

NOTE TO READER:

To conserve space, only the first page of the following listing appears in its original format.

RATING SCALE:

- 0 - DO NOT PERFORM THIS ACTION.
1 - INSIGNIFICANT contribution to time spent in job area.
2 - NOMINALLY SIGNIFICANT contribution.
3 - MODERATELY SIGNIFICANT contribution.
4 - SIGNIFICANT contribution.
5 - HIGHLY SIGNIFICANT contribution to time spent in
job area.

DO NOT WRITE
IN THIS COLUMN

CC

1. PERSONNEL MANAGEMENT

All actions associated with:

- a. Enlisted qualification records.
- b. Administrative reductions.
- c. Separations, flagging actions, reenlistment.
- d. Counseling and interviews, including records of same, reference personnel actions, e.g., reenlistment, retirement, etc.
- e. Assigning personnel to position vacancies.
- f. Leaves and passes.
- g. Coordinating with referral agencies, e.g., Red Cross, Army Community Services Program, IG, JAG, etc.
- h. Supervising the performance of additional duties by subordinates, e.g., Mess Officer, Supply, etc.
- i. Administering Uniform Code of Military Justice (UCMJ).
- j. Promotions.
- k. Qualitative Management Program.

Rating

2. LEADERSHIP

All actions associated with:

- a. Planning Company tasks/missions. _____
- b. Initiating work. _____
- c. Controlling quality of work. _____
- d. Motivating performance. _____
- e. Communicating with subordinates (including "open door"), supervisors, and peers. _____
- f. Developing own and subordinates' competence. _____
- g. Developing unit morale and esprit. _____
- h. Maintaining discipline. _____
- i. Solving problems/coordinating programs in areas of drugs, alcohol, and human relations. _____
- j. "Looking out" for the welfare of subordinates. _____

3. COMPANY ADMINISTRATION

All actions associated with:

- a. Enlisted and Officer Efficiency Reports. _____
- b. Strength accountability. _____
- c. Responding to general officer "grams," and maintaining prescribed commander's notebook(s). _____
- d. Letters of indebtedness. _____
- e. Finance and pay. _____
- f. Investigations. _____
- g. Issue and control of ration cards. _____
- h. Processing Congressional inquiries and IG complaints. _____
- i. Overseas vehicle licensing and registration. _____

Rating

- j. Commander/staff meetings. _____
- k. Military correspondence and orders. _____
- l. Responding to telephone inquiries. _____
- m. Requests for transfers, schooling, etc. _____
- n. Command information program. _____
- o. Preparing for visitors/dignitaries. _____
- p. Personnel outprocessing. _____
- q. Accident and Exposure reports. _____
- r. Unit safety. _____
- s. Unit formations. _____

4. TRAINING

All actions associated with:

- a. Identifying individual & unit training deficiencies. _____
- b. Planning training. _____
- c. Acquiring training aids, facilities, areas, etc., to support training. _____
- d. Conducting tactical training. _____
- e. Conducting non-tactical training. _____
- f. Evaluating training/training programs. _____

5. COMPANY LOGISTICS

All actions associated with:

- a. Supervising company supply operations. _____
- b. Conducting inspections of company. _____
- c. Company mess activities including inspections for cleanliness and food preparation. _____

Rating

6. MAINTENANCE

All actions associated with:

- a. Planning and implementing maintenance management programs. —
- b. Supervising all maintenance facility operations and maintenance personnel. —
- c. Conducting/preparing for maintenance inspections. —
- d. Preparation of maintenance requests and reports and maintenance of records. —

7. INTERNAL SECURITY

All actions associated with:

- a. Developing and implementing security plan(s) for handling classified information and material. —
- b. Supervising and evaluating physical security and security controls. —
- c. Briefings on security and subversion and espionage. —
- d. Security of weapons and ammunition. —

8. COMPANY HEALTH

All actions associated with:

- a. Instructing the company in the essentials of personal hygiene. —
- b. Providing necessary facilities, equipment, and supplies. —
- c. Inspecting to insure proper standards of personal hygiene are maintained. —
- d. Providing programs for the prevention of communicable diseases, respiratory diseases, intestinal diseases, venereal diseases, cold and heat injuries. —
- e. Insuring that personnel are trained in basic first aid procedures. —
- f. Requesting medical support when required. —

APPENDIX B JOB TASKS SECTION OF THE JOB TASK INVENTORY QUESTIONNAIRE

INSTRUCTIONS:

The Army needs accurate information about the work done by Company Commanders of all branches in USAREUR. This section of the questionnaire should supply such information in that all common company command areas of responsibility are represented by a number of task statements to which you are requested to respond. This is not a test. The results will not be used to evaluate you or your unit; rather, they will indicate what your major job duties are and/or where training improvement is most needed.

General Directions for This Section

1. You are going to be asked to describe your present assignment as Company Commander in terms of job tasks, statements describing small portions of your total job. You do not report tasks performed by other persons working with or for you unless you also do the tasks as part of your regular job. If you are sometimes required to take over additional tasks for a few days while someone is away, do not report this work as being part of your job.
2. Work that is not a part of your present job will be left out, no matter how often you did it in the past.
3. In describing your present job, go back as far in time as necessary to get a true picture. You will probably need to go back not less than one month nor more than a year.

Now, before going on, you should be clear on what is meant by your present, regular job and what period of time you should recall in describing this job. If you are not, please re-read the preceding paragraphs.

Directions for Rating Scales

On the following pages are seven lists of tasks which may be a part of your job. Some of these are the same as the tasks you have already rated, though most will be different. Where overlap occurs, it is for two reasons. The first is to have the task rated in combination with specific groups of other tasks for comparison purposes. The second is that the rating scales differ, to permit us to get a different kind of information.

Please read each task, and as you read, decide if your job (all of your duties) normally requires you to perform that particular task. If it does not, make no mark on your booklet for that item and go on to the next task. If it does, fill in Columns A and B using the rating scales below.

Use Rating Scale A for Column A to select the number between 1 and 5 inclusive that best describes the extent to which that task is a significant part of your job in terms of time and/or importance.

Rating Scale - Column A

- 1 - INSIGNIFICANT part of my job/duties
- 2 - NOMINALLY SIGNIFICANT part
- 3 - MODERATELY SIGNIFICANT part of my job/duties
- 4 - SIGNIFICANT part
- 5 - HIGHLY SIGNIFICANT part of my job/duties

Use Rating Scale B for Column B to select the number between 1 and 5 inclusive which best describes the extent to which the task should be prepared for as part of your education/training prior to assuming company command.

Rating Scale - Column B

- 1 - MINIMAL PREPARATION needed before assuming command
- 2 - 20-40% PREPARATION needed
- 3 - 50% PREPARATION needed
- 4 - 60-80% PREPARATION needed
- 5 - MAXIMAL PREPARATION needed before assuming command

It is important to the objective of this study that you respond only to tasks that are part of your job and that you respond to all of the tasks that are part of your job.

Read each task carefully.

Decide whether or not you do it.

- a. If you do not perform the task as part of your regular job duties, leave Columns A and B blank.
- b. If you do perform the task, provide the ratings required in Columns A and B.

After responding to all tasks in each of the seven lists, space is provided for you to write in tasks that are significantly a part of your position but were not covered in the listing. For the tasks you write in, if any, be sure to rate each as to:

1. Its significance as part of your job duties (Column A) and
2. The extent to which it should be prepared for through education/training prior to assuming command of a company (Column B).

Note: If you do not understand the meaning of a task, that task is probably not a part of your job and you should not respond to it.

Again, as in previous sections, do not write in the column marked CC at the extreme right of the page.

To re-emphasize, the responses you provide here are for research purposes only. Both HumRRO and ARI guarantee the confidentiality of the information which you have been requested to provide.

NOTE TO READER:

To conserve space, only the first page of the following listing appears in its original format.

Rating Scale - Column B

- 1 - MINIMAL PREPARATION needed before assuming command
- 2 - 20 - 40% PREPARATION needed
- 3 - 50% PREPARATION needed
- 4 - 60 - 80% PREPARATION needed
- 5 - MAXIMAL PREPARATION needed before assuming command

Rating Scale - Column A

- 1 - INSIGNIFICANT part of my job/duties
- 2 - NOMINALLY SIGNIFICANT part
- 3 - MODERATELY SIGNIFICANT part of my job/duties
- 4 - SIGNIFICANT part
- 5 - HIGHLY SIGNIFICANT part of my job/duties

		A	B	CC
A.	TASKS RELATING TO PERSONNEL MANAGEMENT/LEADERSHIP:	Rate all the tasks that you perform.		
1.	Counsel enlisted personnel on reenlistment or extension of enlistment.			
2.	Prepare a reenlistment plan.			
3.	Supervise reenlistment program.			
4.	Recommend/approve/disapprove request for reenlistment or extension.			
5.	Initiate/recommend bar to reenlistment.			
6.	Review Variable Reenlistment Bonus paperwork.			
7.	Maintain/review Reenlistment Counseling Cards.			
8.	Prepare/deliver oral and/or written reenlistment admonitions/briefings.			
9.	Conduct retirement/separation orientation on service benefits.			
10.	Counsel/advise on service benefits.			
11.	Advise enlisted personnel on Officer Candidate School and Service Academy programs.			

Rating	
A	B

12. Interview/select/assign personnel to position vacancies. _____
13. Advise officers and enlisted personnel on U.S. Army Reserve and Regular Army appointment programs. _____
14. Evaluate/recommend personnel for retention, promotion, demotion, schooling, elimination. _____
15. Determine whether personnel should be reclassified and/or recommend that they be reclassified. _____
16. Participate in reclassification activities. _____
17. Initiate/coordinate elimination proceedings. _____
18. Initiate/terminate Report of Suspension of Favorable Personnel Actions. _____
19. Recommend/approve/disapprove/review personnel actions. _____
20. Review/authenticate personnel forms, data, rosters, cards, registers, changes, strength reports. _____
21. Maintain Qualitative Management Program (AR 600-200). _____
22. Prepare manpower survey. _____
23. Prepare work measurement statistics. _____
24. Approve/disapprove leaves and passes. _____
25. Inform personnel about leave and pass policies. _____
26. Execute investigations pursuant to Article 32, Uniform Code of Military Justice (UCMJ), of suspected violations. _____
27. Conduct/supervise searches and seizures. _____
28. Advise respondent/suspect of rights under Article 31, Uniform Code of Military Justice (UCMJ), and right to counsel. _____
29. Select the appropriate type of action - administrative, nonjudicial or judicial. _____
30. Prepare Serious Incidents Reports. _____

Rating	
A	B

31. Administer Military Justice under provisions of Article 15, Uniform Code of Military Justice (UCMJ). _____
32. Prepare charge sheets and prefer charges. _____
33. Participate in court martials as a member or witness. _____
34. Initiate/process/review Pretrial Confinement paperwork. _____
35. Recommend/initiate crime prevention measures. _____
36. Plan company tasks and missions. _____
37. Develop policies and procedures for accomplishing company tasks and missions. _____
38. Relate importance of subordinates' jobs to mission/task accomplishment. _____
39. Receive orders/instructions from superiors regarding company operations and missions. _____
40. Estimate manpower/resources/material requirement for accomplishing company tasks or missions. _____
41. Coordinate with others concerning manpower/resources/materials necessary to accomplish company tasks or missions. _____
42. Establish priorities for accomplishing company tasks and missions. _____
43. Organize resources for mission/task accomplishment. _____
44. Ask subordinates for advice on anticipated problems in accomplishing missions/tasks. _____
45. Prepare contingency plans for accomplishing tasks/missions. _____
46. Stimulate subordinates to accept and work toward mission goals and task accomplishment. _____
47. Identify operational problems. _____
48. Prepare/write memorandums, directives, standing operating procedures (SOPs), fact sheets, policy letters. _____

	Rating
	<u>A</u> <u>B</u>
49. Prepare and maintain work flow charts and graphs.	____
50. Use existing documents (field manuals and training manuals) for planning new work or tasks.	____
51. Inspect ongoing work to determine if existing plans can be improved.	____
52. Seek the advice of superiors concerning how work plans/projects can be improved.	____
53. Check accuracy of existing information before implementing work plans.	____
54. Check plans of subordinates and superiors before implementing new work plans.	____
55. Obtain materials, supplies, or tools required for accomplishing work tasks.	____
56. Develop detailed instructions concerning how and when specific tasks are to be accomplished.	____
57. Make expected performance standards clear when assigning work or tasks.	____
58. Monitor the progress of work as it is being performed (supervise accomplishment of assigned tasks/missions).	____
59. Use chain of command to get specific tasks done.	____
60. Inspect work upon its completion.	____
61. Critique work performance.	____
62. Suggest ways of improving work performance.	____
63. Communicate expectations for generally high unit performance to subordinates.	____
64. Ascertain who are the high performers in the company.	____
65. Maintain documentation concerning high performers in the company for promotion or other purposes.	____
66. Personally praise individuals who have done outstanding work.	____

	Rating
	<u>A</u> <u>B</u>
67. Administer punishment to individuals who have done poor work.	______
68. Determine reasons for poor performance from subordinates.	______
69. Direct/prepare tangible awards, recommendations for individuals who have done outstanding work.	______
70. Write letters of commendation/appreciation for individuals who have done outstanding work.	______
71. Discuss rewards and punishments with subordinate leaders to assure they are administered <u>fairly</u> or that they are appropriate.	______
72. Discuss effective leadership methods with subordinate leaders.	______
73. "Take charge" to exert a stabilizing influence on subordinates under difficult conditions.	______
74. Expose self to difficult conditions or to work requirements as an example to subordinates.	______
75. Display technical competency to earn respect of men.	______
76. Critique work as it is being performed to allow for improvement to occur.	______
77. Counsel subordinates on ways they can improve their performance.	______
78. Supervise work to assure it is completed in a timely fashion.	______
79. Supervise work to assure high quality performance.	______
80. Make it known that rewards and punishments are contingent upon quality and quantity of work performed.	______
81. Motivate/challenge subordinates through innovative training or task assignments.	______
82. Explain reasons for decisions concerning why work should be done as specified.	______

	Rating
	<u>A</u> <u>B</u>
83. Motivate/reinforce subordinates by giving credit for good ideas they provide.	____
84. Develop competition between subordinate units and individuals in completing work.	____
85. Provide information/recommend courses of action to senior officers/headquarters.	____
86. Receive information/recommended courses of action from senior officers/headquarters.	____
87. Hold a bitch/rap session with subordinates.	____
88. Encourage subordinates to volunteer information.	____
89. Request information/advice from subordinates when making decisions.	____
90. Inform/brief subordinates about current situation or requirements.	____
91. Talk with subordinates as part of "open door" policy.	____
92. Discuss current situation/requirements with subordinates before initiating action.	____
93. Coordinate with adjacent headquarters.	____
94. Train and encourage subordinate leaders to assume greater responsibility.	____
95. Review subordinates' decisions before they are implemented.	____
96. Develop and implement methods for building better teamwork among subordinates.	____
97. Involve subordinate leaders in long range planning to develop their skills.	____
98. Spend time with subordinates/subordinate leaders in non-duty functions.	____
99. Identify and influence leaders among enlisted personnel.	____
100. Learn the personal background of subordinates.	____

Rating
A B

- 101. Talk with subordinates about the values and attitudes of younger soldiers. _____
- 102. Explain overall Army policies and objectives to subordinates. _____
- 103. Develop solidarity in the subordinate leader group. _____
- 104. Discuss subordinate leaders' actions/decisions with them. _____
- 105. Discuss responsibilities with subordinate leaders that they should assume. _____
- 106. Delegate responsibilities to subordinates. _____
- 107. Delegate authority to subordinate leaders. _____
- 108. Support subordinate leaders' actions/decisions to own superiors. _____
- 109. Discuss with subordinate leaders the performance of their subordinates. _____
- 110. Discuss with subordinate leaders ways they can use to improve the performance of their subordinates. _____
- 111. Obtain resources/information needed by subordinates to complete their assigned tasks/missions. _____
- 112. Assist subordinates complete tasks when they otherwise could not meet deadlines/standards. _____
- 113. Solve difficult or unusual problems to enable subordinates to complete tasks. _____
- 114. Study regulations/manuals / other materials to improve own ability. _____
- 115. Evaluate your own attitudes and values as they relate to your superiors, subordinate leaders, and enlisted men. _____
- 116. Develop and maintain own physical fitness. _____
- 117. Establish and maintain standards of self behavior. _____

Rating	
A	B

- 118. Acquire information/advice from superiors/subordinates on how to improve own performance. _____
- 119. Develop good work habits for self. _____
- 120. Help subordinates by doing some of their work. _____
- 121. Help subordinates by giving advice and planning ahead. _____
- 122. Disseminate information and orders. _____
- 123. Reconcile expectations of superiors and subordinates. _____
- 124. Help a subordinate with a personal problem. _____
- 125. Assist subordinate in job/duty reassignment. _____
- 126. Help a subordinate get help from an outside agency. _____
- 127. Counsel subordinates regarding dependents. _____
- 128. Resolve dependent-related problems of subordinates. _____
- 129. Counsel subordinates with complaints. _____
- 130. Investigate complaints. _____
- 131. Identify and reduce tensions among subordinates. _____
- 132. Encourage subordinates who are working on very difficult or challenging tasks. _____
- 133. Organize unit parties. _____
- 134. Discuss with subordinates their responsibilities relative to your own. _____
- 135. Interview and direct assignment of replacements. _____
- 136. Brief new men on unit mission, goals and local policies (what you expect of them). _____
- 137. Make spot checks to encourage subordinates to adhere to standards of military appearance. _____
- 138. Plan/conduct unit educational programs. _____

- | | Rating |
|--|-------------------|
| | <u>A</u> <u>B</u> |
| 139. Check on condition of men unavailable for duty (men in stockade, hospital). | ______ |
| 140. Check on food and living conditions of men. | ______ |
| 141. Organize religious programs for men. | ______ |
| 142. Work on improving living and/or working conditions for men. | ______ |
| 143. Help men to overcome natural fears. | ______ |
| 144. Develop learning habits in subordinates. | ______ |

B. TASKS RELATING TO HUMAN RELATIONS Rate all the tasks that you perform

1. Periodically interview/rap with racially mixed groups of enlisted men to identify racial problems and their sources/causes. _____
2. Conduct enlisted men council meetings. _____
3. Organize, implement, and publicize an equal opportunity program in the unit. _____
4. Counsel enlisted men regarding racial problems/incidents. _____
5. Counsel junior officers and noncommissioned officers regarding appropriate use of chain of command. _____
6. Attend human relations courses. _____
7. Conduct human relations seminars for noncommissioned officers and junior officers. _____
8. Investigate equality in off-post housing rentals. _____
9. Identify and monitor the activity of racially prejudiced troops or agitators. _____
10. Recognize/identify possible indicators of racial unrest. _____
11. Initiate and maintain integration in the barracks to reduce racial polarization. _____
12. Publicize/brief personnel on rationale for Article 15 punishment. _____

Rating	
A	B
13. Enforce discipline in mess hall to prevent such acts as "bucking" in the service lines.	_____
14. Insure command presence, especially on weekends, holidays, and paydays.	_____
15. Initiate and maintain racial integration in the mess hall.	_____
16. Recognize and attempt to meet ethnic group preferred food needs in mess hall.	_____
17. Investigate charges of discrimination.	_____
18. Eliminate racial agitators.	_____
19. Practice open door policy.	_____
20. Motivate junior officers and noncommissioned officers to effectively use chain of command, i.e., help enlisted men with racially related complaints or incidents.	_____
21. Post/transmit information about events or programs which may be of particular interest to different ethnic groups.	_____
22. Develop and conduct a public information program.	_____
23. Conduct "survey" to identify trends in German public opinion.	_____
24. Plan and conduct a community relations program.	_____
25. Study to broaden own background and understanding of youth and minority groups.	_____

C. TASKS RELATING TO DRUG/
ALCOHOL ABUSE:

Rate all the tasks that you perform

1. Personally tour barracks/company area at random intervals during evening and early morning hours. _____
 2. Advise individual noncommissioned officers and junior officers on how they can help control drug/alcohol abuse. _____
 3. Counsel individual enlisted men on drug/alcohol abuse matters. _____

	Rating
	<u>A</u> <u>B</u>
4. Attend drug/alcohol abuse seminars or classes.	______
5. Conduct alcohol and drug abuse seminars for officers and noncommissioned officers.	______
6. Conduct rap sessions with noncommissioned officers and junior officers to determine how well they are handling drug/alcohol problems in units.	______
7. Conduct searches and seizures.	______
8. Conduct health and welfare inspections.	______
9. Conduct informal investigations.	______
10. Establish and maintain an intelligence network to pinpoint drug and alcohol abuse in the company.	______
11. Refer known drug/alcohol users to rehabilitation facility and/or individuals who can offer assistance.	______
12. Follow up on each known drug/alcohol user until rehabilitated or discharged.	______
13. Supervise administration of Uniform Code of Military Justice (UCMJ), to eliminate known drug/alcohol users.	______
14. Determine the off-duty recreational needs of subordinates and attempt to fill them.	______
15. Acquire and transmit/post current information on recreational programs available to subordinates during off-duty hours.	______
16. Acquire and transmit/post information on educational programs available to subordinates during off-duty hours.	______
17. Identify drug/alcohol users using physical/physiological indicators.	______
18. Identify drug pushers in the company.	______
19. Train alcohol and drug education specialists for the company.	______
20. Brief newly assigned personnel on your policy regarding drug/alcohol abuse.	______

Rating
A _____ B _____

21. Acquire and post alcohol and drug abuse publications. _____
22. Promote enlisted interaction with German civilian population. _____
23. Establish and monitor individual enlisted men savings programs to allow for travel in Europe and for state-side visits. _____
24. Develop plans for recreational programs and activity schedule for troops on holiday weekends. _____
25. Implement and monitor Army's exemption program for rehabilitation of drug and alcohol users. _____
26. Plan and implement a drug/alcohol education program within the unit. _____
27. Use peer group pressures to eliminate drug and alcohol abuse. _____
28. Maintain documentation on drug/alcohol use and/or drug/alcohol users in the company. _____
29. Practice open door policy. _____

D. TASKS RELATING TO TRAINING Rate all the tasks that you perform.

1. Determine level of individual proficiency required for unit to accomplish its mission(s). _____
2. Determine level of unit proficiency required for unit to accomplish its mission(s). _____
3. Determine current level of individual proficiency within unit. _____
4. Determine current level of unit proficiency. _____
5. Establish long range individual training or performance goals. _____
6. Establish long range unit training or performance goals. _____
7. Establish priorities for meeting individual training or performance goals. _____

Rating
A B

8. Establish priorities for meeting unit training or performance goals. _____
9. Research material/publications in order to select individual instructional methods. _____
10. Research materials/publications to select unit training methods. _____
11. Select instructional methods best suited to accomplishing individual training goals. _____
12. Select best methods for meeting unit training goals. _____
13. Acquire training areas/facilities, aids, and publications needed to support individual training. _____
14. Acquire training areas/facilities, aids, publications needed to support unit training. _____
15. Select instructors to deliver individual training. _____
16. Select instructors/task leaders to conduct or assist in conducting unit training. _____
17. Prepare instructors to deliver individual training. _____
18. Prepare instructors to deliver unit training. _____
19. Review/approve individual training prepared by subordinate leaders. _____
20. Review/approve unit training prepared by subordinate leaders. _____
21. Develop performance objectives for individual training you personally deliver. _____
22. Develop unit training objectives for training you will conduct or supervise. _____
23. Develop lesson/outline to meet performance goals of individual instruction you personally deliver. _____
24. Develop unit training scenarios/exercises. _____

	Rating
	<u>A</u> <u>B</u>
25. Develop performance standards for individual training exercises/classes.	______
26. Develop performance standards for unit training exercises.	______
27. Develop individual performance tests.	______
28. Develop performance tests for unit training exercises.	______
29. Conduct/deliver individual training exercises/classroom presentations.	______
30. Conduct unit training/unit training exercises.	______
31. Administer individual training tests.	______
32. Administer unit training tests.	______
33. Evaluate training test results against individual training standards.	______
34. Evaluate unit training test results against unit training standards.	______
35. Develop training schedules (individual and unit).	______
36. Establish and monitor on-the-job training program for critical MOSs within unit.	______
37. Evaluate the effectiveness of on-the-job training within unit.	______
38. Select personnel for specialized training.	______
39. Maintain/supervise maintenance of individual training records.	______
40. Maintain/supervise the maintenance of unit training records.	______
41. Participate in readiness tests/testing.	______
42. Train, test, and/or license vehicle drivers.	______
43. Evaluate vehicle drivers' training, testing, and licensing.	______

	Rating
	<u>A</u> <u>B</u>
44. Train, test, and/or license equipment operators.	____
45. Evaluate equipment operators' training, testing, and/or licensing.	____
46. Insure each Equipment Operator Qualification Record and US Government Motor Vehicle Operation Identification Card is current.	____
47. Develop and conduct unit physical fitness training.	____
48. Participate in unit physical fitness training.	____
49. Evaluate unit physical fitness training program.	____
50. Develop and conduct unit sports/athletic programs.	____
51. Participate in unit sports/athletics programs.	____
52. Evaluate unit sports/athletic programs.	____
53. Assist enlisted men in preparation for MOS testing.	____
E. TASKS ASSOCIATED WITH COMMAND DUTIES:	Rate all the tasks that you perform.
1. Perform duties as a Class A Agent.	____
2. Coordinate the resolution of pay complaints.	____
3. Counsel personnel on financial matters.	____
4. Initiate, review, and coordinate requests for financial assistance.	____
5. Encourage individual savings programs.	____
6. Act as Unit Fund Custodian.	____
7. Maintain and/or inspect Unit Funds Records.	____
8. Inventory Unit Fund property.	____
9. Perform duties as a Unit Fund council member.	____
10. Develop security plan for handling classified information and material.	____

	Rating
	<u>A</u> <u>B</u>
11. Evaluate physical security and security controls.	______
12. Advise subordinates on security clearance policies.	______
13. Initiate security clearances.	______
14. Process security violations.	______
15. Conduct security briefings and debriefings.	______
16. Conduct briefings on Subversion and Espionage Directed Against U.S. Army.	______
17. Account/downgrade/destroy classified information and/or material.	______
18. Insure security of personal valuables and possessions of company personnel.	______
19. Sponsor a reserve unit.	______
20. Perform as a Duty Officer.	______
21. Perform duties as unit voting officer.	______
22. Perform duties of Commander of the Guard.	______
23. Initiate and/or conduct Line of Duty investigations.	______
24. Participate in Command and Staff meetings.	______
25. Develop and conduct Command Information Program.	______
26. Prepare and/or conduct briefings.	______
27. Serve as a member of Promotion Board.	______
28. Conduct privately owned vehicles safety inspections.	______
29. Conduct ceremonies.	______
30. Conduct unit formations.	______
31. Conduct dismounted drill.	______
32. Arrange, advise, or participate in matters of protocol.	______

	Rating
	<u>A</u> <u>B</u>
33. Admonish subordinates to adhere to military customs and courtesies.	____
34. Supervise burning and equipment operations to minimize air pollution.	____
35. Implement and manage an energy conservation program for the unit.	____
36. Supervise the disposition of toxic substances, e.g., paint and other nonserviceable petroleum products, to prevent or minimize environmental damage.	____
37. Supervise and/or design operations (tactical and otherwise) to minimize environmental damage.	____
38. Conduct fund drives.	____
39. Perform weapons inventory.	____
40. Perform ammunition inventory.	____
41. Prepare reports on weapons and ammunition inventories.	____
42. Direct actions based on results of inventories.	____
43. Process personal weapon storage requests.	____
44. Implement safety management measures/programs.	____
45. Implement fire prevention measures/programs.	____
46. Conduct fire and safety inspections and drills.	____
47. Prepare accident and exposure reports.	____
48. Respond to telephone inquiries.	____
49. Participate in military social functions.	____
50. Prepare for visitors/dignitaries.	____
51. Instruct company personnel on essentials of personal hygiene and cleanliness.	____
52. Conduct inspections to insure standards of personal hygiene and cleanliness are being met.	____

53.	Provide program(s) for the prevention and control of communicable diseases.	Rating A B
54.	Provide program(s) for the prevention and control of respiratory diseases.	_____
55.	Provide program(s) for the prevention and control of intestinal diseases.	_____
56.	Develop and/or supervise garbage and waste disposal operations.	_____
57.	Insure availability and purity of unit's water supply.	_____
58.	Provide program(s) for the control of insects.	_____
59.	Provide program(s) for the control of rodents.	_____
60.	Implement measures to minimize cold and heat injuries.	_____
61.	Select and supervise unit field sanitation teams.	_____
62.	Develop and/or implement a preventative dentistry training program.	_____
63.	Develop and/or conduct unit first aid training program.	_____
64.	Acquire/coordinate medical support for unit personnel.	_____

F. TASKS RELATING TO
ADMINISTRATION:

Rate all the tasks that you perform.

1. Coordinate interoffice activities. _____
 2. Supervise preparation of reports. _____
 3. Evaluate adequacy of reports. _____
 4. Supervise operation of office machines, printing
and reproduction equipment. _____
 5. Review requisitions for blank forms and office
supplies. _____
 6. Prepare a Functional Files Plan. _____

	Rating
	<u>A</u> <u>B</u>
7. Maintain/inspect/transfer/classify functional files.	______
8. Procure/distribute/inventory/recommend changes to store/write publications.	______
9. Review and authenticate strength accountability reports, personnel status reports and rosters.	______
10. Supervise maintenance of duty rosters.	______
11. Review incoming correspondence.	______
12. Prepare/review/sign outgoing correspondence.	______
13. Supervise posting of bulletin boards.	______
14. Draft/review/initiate/sign unit orders.	______
15. Review/prepare reply to/process Criminal Investigation Division Reports of Investigation, Armed Forces Traffic Tickets, Military Police Reports, Accident and Exposure Reports.	______
16. Coordinate/accomplish release of personnel from Military Police custody.	______
17. Coordinate control of and issuance of ration cards.	______
18. Maintain prescribed "command notebooks."	______
19. Supervise responding to/respond to letters of indebtedness.	______
20. Initiate/terminate flagging actions.	______
21. Support/coordinate Headstart Program.	______
22. Prepare/review material readiness reports.	______
23. Prepare/review Army Equipment Serviceability Criteria Reports.	______
24. Prepare/review Unit Readiness Report Worksheet.	______
25. Direct corrective action based on an analysis of Unit and/or Materiel Readiness Report(s).	______
26. Prepare Officer Efficiency Reports.	______

	Rating
	<u>A</u> <u>B</u>
27. Prepare Enlisted Efficiency Reports.	______
28. Review Enlisted Efficiency Reports.	______
29. Provide guidance in the preparation of Enlisted Efficiency Reports.	______
30. Process Presidential and Congressional Inquiries.	______
31. Review paperwork for overseas privately owned vehicle licensing and registration.	______
32. Respond to General Officer "Grams" (communications to commander).	______
G. MANAGEMENT: TASKS RELATED TO UNIT MAIL, LOGISTICS, MAINTENANCE, FINANCE, AND MESS:	Rate all the tasks that you perform.
1. Supervise, monitor, and inspect unit mail systems.	______
2. Determine unit's logistical requirements.	______
3. Supervise/coordinate the acquisition and distribution of property, supplies, and repair parts.	______
4. Supervise/coordinate disposal of property, supplies, and repair parts through turn-in, issue, exchange, property disposal and distribution.	______
5. Plan and conduct physical inventories.	______
6. Gain relief from property responsibility for lost, damaged, or destroyed property.	______
7. Insure adherence to supply economy concepts.	______
8. Maintain, inspect, prepare, and review property accountability records.	______
9. Supervise preparation of facilities and equipment for inspection.	______
10. Inspect billets and grounds to insure satisfactory standards of safety, repair, cleanliness, and comfort.	______

	Rating
	<u>A</u> <u>B</u>
11. Inspect individual and organizational clothing and equipment to insure satisfactory standards of cleanliness and repair.	____
12. Acquire supply support.	____
13. Allocate supplies.	____
14. Maintain data on usage by class of supplies.	____
15. Plan/develop improved supply management procedures and programs.	____
16. Determine/establish supply priorities.	____
17. Review and/or sign individual laundry slips.	____
18. Allocate nonappropriated funds.	____
19. Prepare annual operating budget.	____
20. Plan and develop improved maintenance management procedures and programs.	____
21. Select and implement methods to develop proficiency of maintenance personnel.	____
22. Determine/establish maintenance priorities.	____
23. Supervise/direct shop or maintenance facility operations and personnel.	____
24. Direct maintenance on individual and organizational equipment.	____
25. Insure proper storage/maintenance/usage/establishment of prescribed load list (PLL) items.	____
26. Determine the quality of organizational maintenance.	____
27. Determine the proficiency of maintenance personnel.	____
28. Inspect equipment for serviceability.	____
29. Determine the effectiveness of maintenance float.	____
30. Determine the effectiveness of Maintenance Assistance and Instruction Teams (MAIT).	____

	Rating
	<u>A</u> <u>B</u>
31. Determine the effectiveness of Technical Assistance Teams (TAP).	______
32. Evaluate, review, and inspect the unit's maintenance administration.	______
33. Encourage and insure use of technical operators and maintenance publications.	______
34. Monitor and evaluate the repair parts system.	______
35. Initiate equipment improvement reports.	______
36. Conduct maintenance and maintenance management inspections.	______
37. Monitor/diagnose/analyze maintenance deficiencies, equipment performance, and maintenance performance data.	______
38. Prepare/review/sign maintenance reports and requisitions.	______
39. Acquire maintenance support.	______
40. Supervise performance of Equipment Serviceability Criteria (ESC) on equipment.	______
41. Monitor maintenance and control of tools and test equipment.	______
42. Verify completion of maintenance and maintenance status reports.	______
43. Evaluate/monitor equipment dispatch.	______
44. Monitor operation of assigned equipment.	______
45. Ensure proper maintenance of weapons record data.	______
46. Direct recovery of equipment.	______
47. Perform duties as member of Installation Menu Board and/or Dining Facility Council.	______
48. Inspect mess equipment for cleanliness and serviceability.	______
49. Conduct sanitation inspections in mess facilities.	______

	Rating
	<u>A</u> <u>B</u>
50. Inspect mess administration for correctness and compliance with guidance and regulations.	______
51. Inspect mess personnel for cleanliness and appearance.	______
52. Inspect food preparation and serving for palatability and attractiveness.	______
53. Conduct corrective action based on results of mess inspections.	______
54. Issue/sign mess cards.	______
55. Control feeding.	______